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DUAL-CAREER COUPLES:
A COUP OR TO COPE IN ACADEMIA

By
Kendall D. Isaac

A DISSERTATION
Submitted in Partial Fulfillment of the
Requirements for the Degree of
Doctor of Education
in Curriculum and Leadership
(Higher Education)

Columbus State University
Columbus, GA

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Approval Page

Abstract

Dual-career couples are common in academia. Indeed, anyone presently working at a higher education institution can likely make a cursory and informal inquiry to see if there are couples on his campus and quickly realize that several exist. Couples working on the same campus can bring with it certain positives such as increased institutional loyalty and productivity, as well as certain negatives such as departmental frustration at a trailing spouse hire and possible discord at times when the couple's relationship lacks harmony. In an attempt to delve deeper into this phenomenon and to explore the pros and cons associated with employing couples on the same campus, the researcher conducted a qualitative research study to review the policies and procedures at a specific subset of institutions, namely the 26 higher education institutions that collectively form the University System of Georgia. Through descriptive content analysis, the researcher examined the positives and negatives of dual-career couples.

Keywords: higher education, dual-career couple, trailing spouse, cluster hiring

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Chapter One: Introduction

Finding a job in higher education is challenging under normal circumstances but is even more difficult for couples seeking to work in academia (Sprunt & Howes, 2012). According to Scheel (2006), while the academic job market was intensely competitive, institutions of higher education were increasingly recognizing that providing support for employees in dual-career relationships – with about 36% of the faculty at American universities married to another academic – helped them meet their recruitment goals (Schiebinger, Henderson & Gilmartin, 2008).

The challenges associated with maintaining a relationship for couples working in academia were particularly elevated considering many academic couples started their relationships while still in graduate school (Clay, 2012). When these relationships blossomed into families, and the careers of both members of the relationship traversed through academia, substantial commutes of 7 or more hours to accommodate academic career pursuits and simultaneously maintain the family unit were possible (Sample, 2011). For some couples, this was an untenable scenario, and they demanded that the institutions recruiting them also hire their spouses - or they would turn down the job offer (Gorlick, 2008).

For couples relocating to new regions for employment opportunities outside of academia, finding remunerative, gainful employment at the same or nearby employer was not always an overly difficult challenge. For example, a trailing spouse employed as a Chief Information Officer could likely find dozens of similar jobs in even smaller communities or their surrounding counties given the accelerated growth in demand for the field (Bureau of Labor Statistics, n.d.). However, if the person was committed employment with an institution of higher learning, the options could dwindle to as few as two to three locations - especially in smaller, rural

communities (UnivSearch.com, n.d.). Couples in academia often faced the problem of finding employment within the same region; and, even when they were employed on the same campus, they often faced the stresses associated with colleagues who may not agree with dual-couple hiring or managers concerned with disciplining one partner in a dual-couple partnership. (Sweet & Moen, 2004).

Colleges and universities confronted this conundrum for years, struggling between the positives associated with filling multiple openings and developing long-term loyal couple-employees, and the negatives associated with internal departmental conflict that surfaced in the process and, at times, legal challenges that served to complicate such hires (Sweet & Moen, 2004). This challenge was collectively coined in academia as the *two-body problem* (Wolf-Wendel, Tombley & Rice, 2004). The researcher explored the *two-body problem*, with a comparative lens towards how corporate America handled this issue from a policy perspective.

The dual-career couple dynamic had a particularly disproportionate impact on women (Sher, 2006). This fact was especially true because women were more likely than men to have academic partners (Laursen & Austin, 2014). While some of the anti-nepotism rules of the past that barred women from teaching at the same university as their husbands had dissipated, access problems still existed (Bolstad, 2012). The dual-career problem was not lost on minorities as well, as they felt the impact in trying to secure opportunities for a trailing spouse from institutions that were more accustomed to recruiting and promoting individuals from a more traditional (non-minority) background (Baker, 2004). For somewhat similar reasons, gay couples struggled as well (O’Ryan & McFarland, 2010).

Institutional approaches to couple hiring tended to be haphazard, ranging from ad hoc to shrouded in secrecy, inconsistent across departments, and even non-existent (Schiebinger, 2006).

In some instances, department chairs and faculty were oblivious to the fact that their institution even had a policy in place (Laursen & Austin, 2014). It also posed a problem for small campuses or those with collective bargaining agreements (Higginbotham et al., 2011). These scenarios made fostering a family-friendly workplace problematic (Sullivan & Mainiero, 2007). In the worst scenarios, legal issues surfaced that brought not only institutional embarrassment but also huge financial detriment. For example, in the case of *Haviland v. Brown University* in 2012, Brown's failure to follow its promises and policies resulted in a ruling against the university and in favor of the trailing spouse.

In the Haviland case, Beverly Haviland was the trailing spouse of Paul Armstrong, Brown's top candidate for a Dean position. As a condition of acceptance, Paul stated that Brown needed to find a suitable position for his wife Beverly, who was a tenured Associate Professor at SUNY-Stony Brook. Brown, like many universities, lacked a formal policy and procedures to govern dual-career couple placements, which resulted in unclear promises and uncertainty. The evidence presented in this case indicated Beverly and Paul engaged in much communication with the Interim President, Dean, and Provost at Brown regarding the employment of both members of the family. The Provost verbally agreed to give Beverly a visiting associate professorship/senior lecturer position with benefits and a renewable five-year contract. The only reason for non-renewal was 'just cause,' similar to the standards used in the dismissal process for a tenured faculty member. After accepting this offer, the Dean sent a subsequent letter that differed in terms on how Brown would handle contract renewal. The written terms were more akin to a non-tenured rather than a tenured faculty member. After the Dean assured the couple that his letter did not supersede the originally agreed-upon terms, Beverly signed the offer letter.

Unfortunately, four years later, and despite favorable performance reviews, the Tenure and Promotion (T&P) committee voted against renewal of her contract. While the new Provost rejected the committee recommendation, he required her to have another T&P review in two and a half years. Feeling that this was not in accordance with the five-year renewal she agreed to, Beverly appealed the decision to the Provost and then to the President. Both the Provost and the President denied her appeals. Beverly sued for breach of the employment contract and asked the court to provide her with declaratory relief or to force Brown to honor the original agreement. The case ultimately made it to the Rhode Island Supreme Court, which ruled in Beverly's favor (Goldberg, 2012).

To combat recruitment challenges and to be competitive in the search for outstanding faculty and administration hires, Ohio State University formally launched a cooperative service encompassing thirty-three colleges and universities sharing a job-posting service dedicated to helping dual-career couples find positions in academia (Caldwell, 2014). Institutions partnering with each other to deal with this problem many times have created joint policies and procedures allowing for one institution to fund the hire of a trailing spouse on the other institution's campus for a period and for a certain percentage of the base salary of the trailing spouse (Williams, Bagnatori & Hunt, 2009).

Institutions that did not actively address the dual-career conundrum found themselves at a competitive disadvantage (Jaschik, 2010). Indeed, top recruits actively refused job offers if their partner could not find a satisfactory position (Higginbotham et al., 2011). This fact was also the main reason why good employees left; their spouse could not find a good job at the institution (Kibel, 2013). This statistic was especially true when they had to consider the unappealing alternatives to working together like financial concerns of maintaining two residences and long-

distance travel to spend time together (Kaplan, 2010). Additionally, there were social concerns of attending events alone they would typically attend together, time concerns relative to how long they may be apart, and career development concerns of one spouse putting her career development or advancement on hold to be together in one location (Vick & Furlong, 2008). All of these circumstances were unappealing to candidates, and institutions that were only recruiting one half of the couple had to be prepared to deal with the associated potential ramification of losing a desirable employee.

Statement of the Problem

Academic institutions were in a state of financial crisis, brought about by lowered enrollments, increased tuition costs, and subsequently a high level of scrutiny to the education industry (Coyne, 2010; Mattei, 2014). Costs were minimized, to some extent, by decreasing employee recruitment costs, retaining valued employees, and having policies in place that helped to support recruitment and staffing efforts, while also staving off potential and costly litigation arising from a lack of clarity on employment policies and procedures (Bolstad, 2012; Coyne, 2010). Having a clearly articulated and functional dual-career couples' policy – along with a recruitment and retention program - were positive steps for academic institutions attempting to navigate treacherous fiscal issues in an ever-changing higher education landscape (Caldwell, 2014).

Unfortunately, only 22% of universities nationwide documented a formal dual-career couple recruitment policy and 67% made no mention of such a policy on their websites (McCluskey, Byington, Cowan, & Kmec, 2013). The institutions that understood the negative recruitment ramifications associated with a trailing spouse failing to find remunerative employment made dual-career couple policy language a priority (Wilson, 2013). Institutions may

want to look more closely at the issue and develop explicit policy language that either favors or disfavors the practice of hiring couples on campus.

Productivity increases. Colleges and universities needed productive employees to remain competitive and fiscally viable. Couples working in the same institution tended to be more productive on average than their colleagues at all except for the most prestigious of universities (Wilson, 2013). This concept, referred to as the Joint Search Theory, supported the notion that there was a higher probability of success for institutions that hired couples, and a similar positive success probability for the career satisfaction of the hired couples (Guler, Guvenen & Violante, 2012). Interestingly, even when there were multiple universities in the area, couples tended to want to be employed by the same institution (Guler et al., 2012).

Joint Search Theory is best defined as the theory around how people go about finding and selecting the appropriate job opportunities for themselves (Guler et al., 2012). According to Guler et al. (2012), spouses and partners searched for jobs and made decisions not in isolation but as couples. Each spouse had a great deal of influence on the decision-making process. This process was most certainly complicated by the fact that couples who ended up working far apart fared much worse when looking at wage differentiation, especially when couples had to consider living apart and maintaining two separate households with their pooled income (Guler et al., 2012).

Because of the concerns with maintaining a marital relationship, the primary searching partner was likely to reject a more intellectually stimulating and financially appealing offer out of consideration for her spouse (Gorlick, 2008). Ultimately, some couples made the economic decision to hold out for offers that allowed them to work for institutions geographically closer to each other (Guler et al., 2012). Couples that took the leap and moved to a new city for one

spouse without due consideration for the trailing spouse sometimes found themselves having to deal with the emotional side effects of trailing spouse syndrome (Elamawy, 2015). This term was derived from experiences primarily observed in the military industry as spouses trailed their military-career spouse around the country or world (Expatriate Info Desk, n.d.). Symptoms of the trailing spouse syndrome could include feelings of culture shock, homesickness, isolation, depression and loss of focus (Elamawy, 2015). Significant spousal emotional side effects could result in a failed hire, with the new employee departing with his/her spouse and returning from whence they came.

Diversity in academia. Women were more likely than men to have an academic partner and were more prone to reject a job offer if the university did not accommodate the partner (McCluskey et al., 2013). As women began to occupy a substantial part of the labor market and bring in an increasingly larger percentage of the household income, the challenges associated with institutions not taking seriously the *two-body problem* were exacerbated (Guler et al., 2012). Dual-career job searches more negatively impact women than men; as a result, women experience decreased employment options and lower ratios of men to women in academic institutions (Wade, 2012). Indeed, the lack of partner accommodation programs was a direct cause for the lack of a sufficient number of women working and teaching in academia, especially in science, technology, engineering and mathematics (STEM) fields (Kmec, Byington & Lan, 2015).

Hiring couples also had a positive impact on diversity (Flaherty, 2015). As a form of cluster hiring, this practice impacted both faculty diversity and components of institutional climate, including the learning environment, collaboration, community engagement and success of faculty from all backgrounds (Flaherty, 2015). Institutional diversity enhancement indicative

of the cluster hiring practice included not just race, ethnic and gender categories, but also perspective, ideology, and methodology (Flaherty, 2015). The positive impact on diversity underscored the need for colleges and universities to seriously consider how they responded to and handled couple appointment requests.

Research Questions

Dual-career couples are common in academia. Much research exists in the field of dual-career academics, but few have sufficiently examined or explored the topic. Little research exists that explores both formal and informal institutional dual-career hiring policies and approaches. Additionally, more research comparing the differing approaches of higher education institutions and Corporate America is needed to fill gaps in the current research. To fill these gaps in the existing literature, the researcher proposes the following research question:

- To what extent do public higher education institutions in the University System of Georgia (USG) have formal policies or informal practices that govern how they navigate the dual-career couple dilemma?

A review of current literature points to a comparison between higher education institutions and corporate institutions in terms of dual-career hiring practices. A comparison point of inquiry was whether or not these policies or practices reflect what is occurring in the corporate environment. The literature review provides some of the analysis of how higher education addressed these questions more globally. However, in-depth content analysis of the dual-career couple policies of the public higher education institutions in Georgia helps provide insight into how this state specifically addresses the issue from a policy and practice perspective. When compared to how academia functions, corporations tended to house their trailing spouse or dual-

career couple policy under a more broad-based and comprehensive corporate relocation policy. This trend was not observed in the higher education arena.

Methodology

The results of the research question emanated from a review of multiple sources the information. As a form of qualitative content analysis, website reviews of the public institutions allowed the researcher to see what policies were published governing dual-career recruitment. If none were published, the researcher engaged in a request from chief academic, HR, and legal officers to solicit the policies. For those institutions without a formal policy, an inquiry was made via a very brief request for information conducted into what, if any, informal practices existed. The policies and practices data received were deciphered, coded and categorized into overriding themes.

Procedural sub-questions that were explored, and that ran tangentially with the central research question, consisted of the following:

- Are there any differences in policy versus practices approach based on the type of institution in question?
 - Does the size or location of the institution matter?
 - Do their websites reflect an institutional approach to dual-career couples?

Answers to the above-referenced sub-questions added additional insight into the recruitment of dual-career couples. Common trends that emerged provided clarity on whether or not academic institutions actively or passively engaged in the employment of couples on campus, and what level of risk tolerance they had in this regard. The underlying premise was that the more informal the approach, the more risk they assumed if the recruitment effort was poorly executed. The risks varied from (1) legal – caused by lawsuits, judgments and settlements based

upon various legal arguments proffered, such as discrimination and breach of contract due to failures in the hiring or onboarding process, (2) environmental - due to departmental strife caused by how dual-career couple hiring was handled, and (3) relationship conflict - resulting in decreased employment retention of the couples in question. As a point of comparison, the researcher also explored how the higher education institution's approach to dual-career couple hiring compares or contrasts with corporate America's procedural and philosophical viewpoint on the topic.

Purpose of the Study

This qualitative research study was exploratory in nature, consisting of dual-career couple policy content analysis of Georgia-based public colleges and universities of various sizes. The overall intent was to gather clarity on how academic institutions approached having couples work on their campuses. Policy review and common theme identification resulted in an outlining of the findings in the study results. Ultimately, the researcher hoped that by reviewing policies, understanding what approaches each policy took on managing the recruitment process, and what informal practices existed where policies were non-existent, a better understanding would emerge relative to whether academia viewed dual-career couple hires on campus as a benefit worth formalizing (somewhat a coup) or an area of less importance lending to a more informal approach (something to cope) for academic institutions.

Ethical and bias dilemma. The researcher's prior history as one-half of a dual-career couple who experienced a negative outcome, and who subsequently developed a platform to place trailing spouses on neighboring campuses, had the potential to threaten the validity of the study. The researcher had definitive feelings on the topic and needed to ensure that these feelings

did not permeate into the paper in such a fashion that the outcome was skewed in reality or perception.

To address this bias dilemma, not only did the researcher acknowledge such in this writing, but a content analysis approach was adopted to allow purely objective policy review to be the crux of the research. Care was exercised to report findings that both supported and rejected the notion that dual-career couple hiring was a positive for academic institutions. Through acceptance and conscious attempts to control bias through methods used in this study – (i.e., reflexivity and negative case analysis), the researcher produced trustworthy qualitative scholarship.

Conceptual Framework

Policy and practice dynamics. Institutional policies and practices may benefit from clarity in intent, either showing support for the hiring of a trailing spouse, or a lack thereof. Therefore, the next consideration point involved a review of the policies and practices in place that helped guide the hiring and employee relocation process (SHRM, 2015). Researchers who quantitatively examined and qualitatively explored dual-career couple hiring suggested that while many post-secondary Human Resource Departments and Provost Offices hired faculty and staff couples, the approach was haphazard from a policy implementation perspective (Schiebinger, 2006; Simmons & Chivukula, 2015). A lack of clear policy guidance resulted in hiring problems and increased odds of co-worker non-acceptance of the couple being on campus (Schiebinger, 2006). However, clear policies and procedures helped to promote hiring consistency and better co-worker acceptance and a more collegial atmosphere between the couple and fellow departmental faculty and staff members (Caldwell, 2014). According to

Caldwell (2014), feelings of favoritism in couple-hiring were more likely to emerge when policies and practices were not clearly defined for and discussed with the employee-base.

Social dynamics. The needs of the employer and the prospective employee were equally important to ensure a good match occurred (Anyangwe, 2012). Prior studies paid some attention to the personal experiences of the couples during the recruitment process and working on the same campus versus dealing with working on separate campuses or even in separate cities. However, there was little literature concerning how the institutions dealt with dual-career couple issues when conflict arose as a result of having spouses working at the same institution (Higginbotham, 2010; Simmons & Chivukula, 2015; Skallerup, 2010; Wolf-Wendel et al., 2004). According to Avelanda (1998), the conflict that manifests may include (1) taking vacation/leave time together, adding strain to the department workload, (2) bringing home/personal disputes into the workplace, impacting department morale, and (3) lack of objectivity, and alliance-forming if one or both members of the couple had a position of authority over others in the department (Avelanda, 1998).

Another core function of the HR department, the area designated to meet the recruiting needs of the employer, was dealing with office conflict from a dispute resolution perspective (Anyangwe, 2012; Bhattacharyya, 2017). Institutional acceptance of dual-career couples was influenced negatively or positively based upon how engaged HR was with effectively resolving these conflicts when they arose (Minton-Eversol, 2011). If institutional leaders were onboard with the philosophy of employing couples, this ideology would be reflective in how HR counseled concerned or disputing employees. If they were not supportive, HR involvement could have very well exacerbated an already volatile situation.

How academic institutions approached the development and deployment of dual-career policies and practices were impacted by five key areas:

- *Legal* risk to the institution due to their recruitment practices
- *Diversity* efforts and overall campus employee demographics
- Ability to *recruit* and retain high potential faculty and administrators
- Campus workplace *environment* and co-worker concerns due to couple hires
- *Relationship* dynamics for the couples working on the same campus

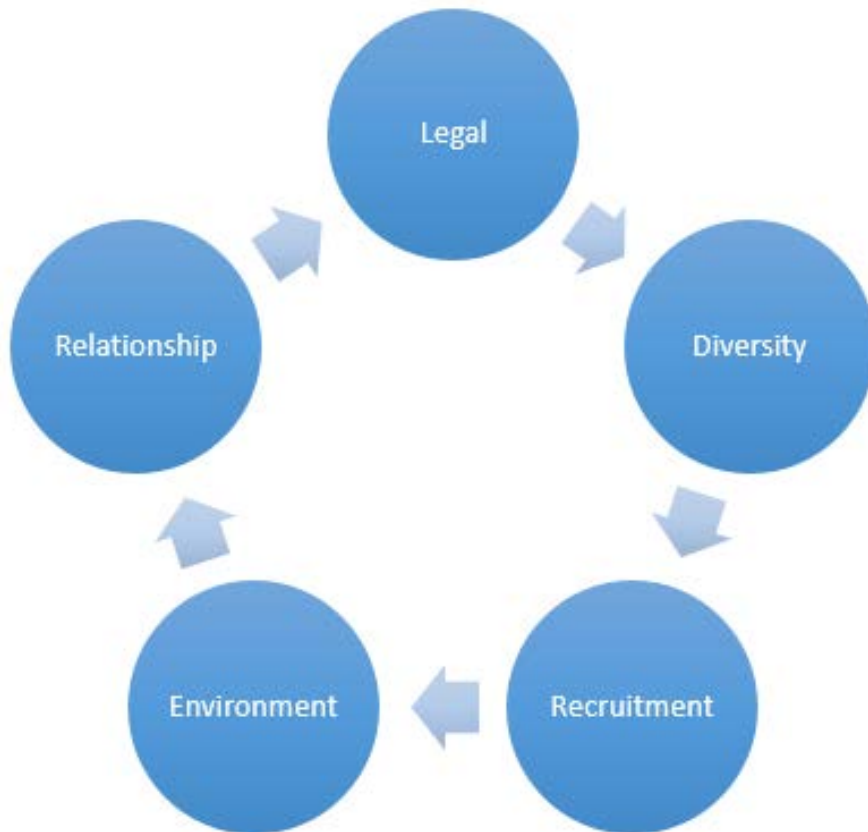


Figure 1.1. Policy and Practice Impact on Conceptual Framework. Considerations of legal risk, diversity initiatives, recruitment goals, workplace environment, and relationship impact on the couples in question all interplayed with an institutional approach to policies and practice development that governed dual-career couple employment.

As it relates to the role of recruitment and selection, the human resources department played a critical role in the onboarding of employees, as well as helped determine if it was viable to secure campus employment for trailing spouses of newly hired employees (Bhattacharyya, 2017). As the subject matter expert on employee recruitment and retention initiatives, HR professionals helped influence faculty and staff administrators on which candidates to hire, and whether or not to make a trailing spouse accommodation. If HR was supportive of employing a trailing spouse, it became much easier to find an opportunity for that person on campus (Minton-Eversol, 2011). As such, the HR department needed to be involved in and supportive of the institutional stance on employing trailing spouses. However, the President, Provost, and faculty were the primary drivers of institutional culture and acceptance.



Figure 1.2. Intersection between Policies, Practices, and Needs. How institutions developed their policies and practices was directly impacted by how they balanced the needs of their institution as opposed to the needs of the dual-career couple.

As outlined in Figures 1.1 and 1.2, effective policies and practices were important to meet the competing needs of employers and dual-career couples. Institutions that lacked clarity

in policies and practices jeopardized their institutions and potentially faced negative legal ramifications like experienced in the Haviland v. Brown University case. Institutions that had policies and practices in place that exemplified anti-nepotism policies and were silent or unfavorable towards dual-career couples resided in the far upper Institutional Needs quadrant as it related to their policies and practices on Figure 1.2 above (Bolstad 2012; Gely et al., 2002; Kizirian et al., 2006). Being supportive of nepotism to the exclusion of the interest of co-workers and the overall corporate environment skewed in favor of dual-career couple needs to the detriment of the employer and its current employees that resented the hiring of couples at the same locale (Jaschik, 2008; Larsen & Trippe, 2009). Therefore, it was important to balance the need for clearly articulated policies or practices with the competing needs of the dual-career couple and the employer to find the advantageous spot in the center that maximized the benefits to all involved.

Importance of the Study

Statistics suggested that approximately 36% of higher education faculty members in the United States were married to another faculty member (Schiebinger, Henderson & Gilmartin, 2008). With such a high percentage, it was virtually inevitable that, on an annual basis, colleges and universities confronted issues relative to whether or not to hire the trailing spouse of a faculty member they were recruiting. Because of this, academic institutions had to determine how they would deal with this issue. Some chose to take an informal, case-by-case approach, while others were more proactive and created policies and procedures specifically targeted at addressing the concern (Bolstad, 2012). Those that refused to recognize the importance of giving strong consideration to trailing spouses risked being on the negative side of efforts to recruit top-notch faculty and administrator level candidates, not the least of which was the onset

of trailing spouse syndrome commonly cited as a challenge for military employers (Creamer, 2015; Elamawy, 2015).

While the hiring of trailing spouses was replete with potential perils ranging from internal strife caused by disgruntled co-workers upset by the privilege of employment bestowed upon the trailing spouse to lawsuits emanating from mishandled cases, if managed correctly and with an eye towards sound policies and procedures, it could result in a win-win scenario for the institution and the couples alike (Wolf-Wendel et al., 2004). Institutions needed to review and update their policies regarding anti-nepotism and spousal hires so that they directly dealt with the hiring of trailing spouses, or lack thereof, based upon their institutional recruitment vision rather than by happenstance (Gely et al., 2002; Kizirian et al., 2006).

Human resources and academic affairs leaders working collaboratively helped to drive purposeful recruitment efforts (Fleig-Palmer et al., 2003; Sher, 2006). Challenges would continue to exist for colleagues who may have, whether real or perceived, concerns with the hiring of relatives and how it would impact their social environment and career trajectory (Schmidt, 2007). However, if the administration decided to support the hiring of couples and positively market to their employee-base their support, these concerns could be managed such that they were minimized if not altogether eviscerated (Fleig-Palmer et al., 2003). This study moved the needle forward as it related to policy and procedure development and enforcement, as well as the role of human resource and academic affairs leaders, in the management of dual-career couple recruitment and retention at academic institutions.

Limitations and Delimitations

The major assumption driving this research was that higher education institutions cared one way or the other about employing couples on their respective campuses, indicative in how

they formally or informally approached dual-career couple recruitment policy and practice development. This research assumed this problem needed exploration, but the potential existed that no controversy or problem had ever existed to such a degree that academicians worried about its implications on college and university campuses.

As previously stated in the Purpose of the Study, the researcher assumed that the issue was significant, perhaps given his prior background as one-half of a dual-career couple, and as a former HR professional, who experienced and observed both negative and positive outcomes on college campus (refer to researcher's CV in the Appendix section). Past experiences, both personal and observed – positive and negative, helped to minimize bias and research limitations, as well as underscore the assumption that the handling of dual-career couples on campus could have a significant environmental impact on the couples and their co-workers, and thus the employing institutions too - from a productivity and profitability perspective (Sageer, 2012).

The collegial nature of University System of Georgia (USG) CHROs (chief human resource officers) led the researcher to the belief that there would be ample subject-matter enthusiasm, and this would result in the willingness on the part of university system employees to readily provide information on how they approached dual-career couple engagement. Of note was the fact that dual-career couple programs had been expressed as a topic of interest by some USG human resource leaders in the system office and on some campuses since the researcher joined the USG in 2014, making this study valuable in the sense that some level of interest in the ultimate findings likely existed. This interest led to better engagement by the participants and, as a result, reduced concerns associated with the viability of the study.

Armed with the before-mentioned knowledge, it was assumed that (1) the institutions were sufficiently interested in the topic, (2) they would freely and openly share their recruitment

policies and practices, and (3) they all had involvement, to some extent, in either the formal or informal recruitment of a trailing spouse, or in providing some level of assistance in helping the trailing spouse find gainful remunerative employment at a neighboring corporation or academic institution. The researcher was hopeful that the content analysis procedures utilized would flush out sufficient information to provide answers to the research question and add value to the existing body of research and dialogue on this topic. However, if most of the institutions lacked formal policies or informal practices, the research findings would suffer from a lack of clarity or overall subject-matter importance.

Definition of Terms

- **Cluster Hiring:** Hiring multiple scholars into one or more departments based on familial status or shared interdisciplinary research interests. Increasingly it is also seen as a way to advance faculty diversity or other aspects of the college or university mission, such as teaching or community engagement (Flaherty, 2015).
- **Content Analysis:** A form of qualitative research involving non-participant observation, it is a subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns (Hashemnezhad, 2015).
- **Dispute Resolution:** Also referred to as alternative dispute resolution or ADR, it refers to any means of settling disputes outside of the courtroom. ADR typically includes early neutral evaluation, negotiation, conciliation, mediation, and arbitration (Legal Information Institute, n.d.).
- **Dual-Career Couple:** A formal relationship, such as a married couple, in which both individuals have careers. The term is typically only used for those who work away

- from home, and it does not include those who at home. The jobs are also usually careers with advancement goals rather than temporary work (Reference.com, n.d.).
- **Nepotism:** Favoritism shown to relatives by individuals in a position of authority (SHRM, 2014).
 - **Policy:** A set of written guidelines or rules that determine a course of action. (Merriam-Webster.com, n.d.). A business policy is a set of basic principles and associated guidelines, formulated and enforced by the governing body of an organization, to direct and limit its actions in pursuit of its long-term goals (Businessdictionary.com, n.d.).
 - **Practice:** A person or organization that does or performs something often, customarily or habitually (Merriam-Webster.com, n.d.). A business practice is further defined as a, usually unwritten, method, procedure, process or rule employed by a company in the pursuit of its objectives (Businessdictionary.com, n.d.).
 - **Trailing Spouse:** A person who follows his or her life partner to another city because of a work assignment (Wikipedia, n.d.).
 - **Trailing Spouse Syndrome:** When an employee has a spouse or partner also moving to the new location, that partner can experience challenges if he or she does not have a job lined up or a support system in the new location. Examples of this Syndrome include culture shock, homesickness, isolation, depression, and loss of focus (Elamawy, 2015).

Summary

Studies have shown that couples working for the same employer tended to have happier work and family lives (Sweet & Moen, 2002). Similarly, some employers have also reaped the

benefits of the loyalty derived from employing spouses (Gurchiek, 2015). In instances where the hiring of couples tended to work favorably, there was focused attention paid to the hiring policies and procedures in place, and to the efforts extended towards ensuring harmonious social engagement between co-workers (Simmons & Chivukula, 2015). However, when a trailing spouse failed to secure employment in the region, the effects tended to have a detrimental impact on all involved (Skallerup, 2010). Even when policies and procedures were in place and spouses hired at the same institutions, issues still occurred. One problem was the environmental ramifications following the divorce of the employed couples; this negatively impacts the couple and their colleagues alike (Larsen & Trippe, 2009). Collectively, this dilemma facing couples and the institutions employing them was called the *Two-Body Problem* (Wolf-Wendel et al, 2004).

The *two-body problem*, a term emphasized by Wolf-Wendel et al. (2004) in their book on the topic of dual-career couples in higher education, clearly articulated the opportunities and challenges associated with the recruitment and retention of academic couples. As institutions struggled to find quality faculty that were student-centered and committed to academic excellence, and find senior-level administrators adept at building an environment focused on quality customer service and the development of policies and procedures geared towards driving forward a strong educational institution, they had to also give strong consideration towards how they employed their hiring protocol relative to talented individuals with trailing spouses (Higginbotham et al., 2011). Reviewing the approach utilized by corporate America as a point of comparison, the research project explored these dual-career couple challenges and opportunities by reviewing the legal, policy, social environment, and best practices aspects of the issue.

For couples relocating to new regions for employment opportunities, finding remunerative gainful employment was not easy. This job search problem was true for couples employed by academic institutions, due in large part to the limited number of campuses in any given region (UnivSearch.com, n.d.). Academic couples faced the problem of finding employment in the same region, as well as the unappealing alternatives of not working together – such as having to deal with the financial concerns of maintaining two residences and having long- distance travel costs and frustrations to spend quality time together (Kaplan, 2010). They sometimes also had to face the social impact concerns associated with colleagues disgruntled by their hiring, or managers concerned with the ramifications of disciplining the spouse of a popular faculty member or administrator (Vick & Furlong, 2008).

The essential question to be answered by the research project was how best institutions could address the *two-body problem*. More specifically, the project explored to what extent higher education institutions in Georgia created recruitment policies or practices that address dual-career couples hiring. Additionally, it looked at how these academic institutions approached the issue as compared to corporate America – an industry that also faced challenges associated with trailing spouses and tended to be definitive in how its policies either accepted or rejected couple hiring. A qualitative content analysis exploration on the policies that existed at the Georgia public higher education institutions ensued, reviewing both promising attributes and accompanying perils.

While the *two-body problem* was replete with potential perils, when managed correctly with emphasis on sound policies and procedures, it resulted in promising scenarios for the both the institution and the couple. Institutions that did not address the dual-career couple conundrum found themselves at a competitive disadvantage (Jaschik, 2010). This research paper highlighted

this issue and, by exploring how institutions handled it from the microcosmic view of Georgia, other institutions may gain insight on how they too could or should respond when approached with the possibility of employing a trailing spouse.

Chapter Two: Literature Review

For couples relocating to new regions for employment opportunities, finding remunerative employment was not always an overly difficult challenge. For example, a military spouse could likely find a job; but even without a job, government benefits and a community of similarly-situated and like-minded spouses nearby were readily available (Military.com, 2017). However, if the person was committed to be employed by an institution of higher learning, the employment and formalized emotional support options dwindled (UnivSearch.com, n.d.; Wolf-Wendel et al., 2004). Colleges and universities have confronted this conundrum for years, struggling between the positives associated with filling multiple openings and developing long-term loyal couple-employees, and the negatives associated with internal departmental conflict that could surface and, at times, legal challenges that might serve to complicate such hires (Sweet & Moen, 2004). This conundrum is collectively what has generally been coined in academia as the *Two-Body Problem* (Wolf-Wendel et al., 2004).

Some academics have suggested that no other aspect of the job arouses as much controversy as dual-career hiring (Schiebinger et al., 2008). Since 1989, the percentage of couples both working in academia has not changed (36%). However, the rate of institutions hiring academic couples has changed. It has increased from 3% in the 1970s to 13% in the 2000s (Schiebinger et al., 2008). Overall, 93% of academic couples worked at the same institution (Newman, 2008). As the amount of hiring increased, the amount of positive and negative attention paid to the hiring increased, as well. Moreover, while it has been the subject of angst for some academics, positives such as increased diversity, quality of life for the employees, and retention of valued employees for the institution are possible (Schiebinger et al., 2008).

Data from the 2000 census indicate that 87% of all full-time female faculty and 56% of all male full-time faculty had spouses employed full time, most of whom were professionals or managers. 20% of these spouses worked in higher education, and 13% of the employees were married to someone working at the same institution (Wolf-Wendel et al., 2004). Other researchers suggested that approximately 36% of faculty members were married to another faculty member (Schiebinger et al., 2008). With such a high percentage, it was virtually inevitable on an annual basis that colleges would face issues relative to whether or not to hire the trailing spouse of a faculty member they were recruiting. Because of this, colleges had to determine how they would deal with this issue (Hunt, 2009). Some chose to take an informal, case-by-case approach, while others were more proactive and created policies and procedures specifically targeted at addressing the concern. One study indicated that of the 12 universities researched, six had - and one appeared to have - a formalized dual appointment process that provides consideration for spousal placement services; however, most of the schools with programs did not list funding of the spousal hire as an option (Hunt, 2009). Given the amount of attention that is paid to this scenario by universities and academic job-seekers alike, it should be no surprise that Wolf-Wendel et al. (2004) coined it the *two-body problem*.

The Two-Body Problem

In their 2004 book, Wolf-Wendel et al. surveyed 360 institutions and conducted an in-depth case study of five institutions, to investigate how institutions were addressing the two-body problem. Wolf-Wendel, et al. assessed multiple areas of institutional information relative to this challenge, such as relocation services provided, accommodations provided to the trailing spouse through non-tenure track and adjunct opportunities, and common concerns about hiring practices

(Wolf-Wendel et al.). Their approach was to provide information on dual-hiring institutional policies and practices.

To gather the data necessary to start filling the gap, the authors sent a survey to chief academic officers at the approximately 600 public and private research, comprehensive, and liberal arts colleges and universities affiliated with the Association of American Colleges and Universities (AAC&U). About 59% of the institutions responded to the survey (360 institutions). The Wolf-Wendel et al. (2004) survey produced several findings:

- 80% of the institutions found that spousal accommodation practices were at least somewhat important.
- 24% of the institutions reported having a dual-career accommodation policy, of which 42% of these institutions had them in writing and the remaining 58% had more of an unwritten practice as opposed to a formalized policy.
- Research institutions were the most likely to report that accommodating spouses is important and that they have a policy, due seemingly to their access to greater financial resources than their college and university brethren.
- Institutions with policies reported that it assisted them with their recruitment of talent in virtually every category, from the recruitment of faculty of color to the recruitment of women and administrators.
- Regardless of whether or not the institution had a policy when a recruited faculty member requested placement assistance for his/her spouse, the institutions in question were equally likely to attempt to assist (p. 16-32, 39-42).

As this data suggests, the *two-body problem* had an impact on many constituencies. They included, but were not necessarily limited to, (1) administrators like Presidents, Provosts, Deans

and HR professionals, (2) search committees charged with sourcing and recommending candidates for hire, (3) departmental colleagues impacted directly or indirectly by spousal hires, and (4) the hired couple and their outlook on their work and home environments.

Despite the noted impact on these constituents, institutions continued to struggle to find quality faculty that were student-centered and committed to academic excellence (Wolf-Wendel et al., 2004). They similarly struggled to find senior-level administrators who were adept at building an environment focused on quality customer service and the development of policies and procedures geared towards driving forward a strong educational institution (Hunt, 2009). To address these struggles, they needed to give strong consideration towards how they handled their hiring protocol relative to talented employee recruits with trailing spouses (Hunt, 2009). They also needed to keep a mindful eye on how dual-career hiring impacts the university in these respective areas:

- Policy and Practices Decisions
- Legal Ramifications
- Diversity and Inclusion Efforts and Outcomes
- Recruitment and Staffing Initiatives and Processes
- Office Environmental Politics and Concerns
- Relationship Challenges for the Couples in Question

By paying attention to these areas, hiring decisions made regarding trailing spouses would be less likely to have a detrimental impact on their institutions. Clarity in policy and practice would also help dual-career couples making a relocation decision be more informed on the front end and, as a result, be better able to decide whether or not an institutional job offer was the right fit.

Policy impact. To address policy concerns related to the employment of dual-career couples, the American Association of University Professors (AAUP) released suggested guidance on how to handle dual-career couple issues (Higginbotham, 2010). The recommendations included the following:

- Institutions should have a clearly worded policy that covers all full-time appointments rather than rely upon ad hoc arrangements available only on select basis.
- Policies should be developed by appropriate faculty bodies or committees, not by the administration in the absence of meaningful faculty participation.
- Policies should address important issues such as the process by which decisions on dual-career appointments are reached, and the budgetary impact of those decisions. They should also include provision for maintaining open communication with the prospective faculty members, who should be kept informed of the process, and for adequate consultation on the arrangements with the department, if the latter is not directly responsible for employment negotiations.
- Appointment decisions should be made as part of a process driven by consideration of merit.
- Departments asked to consider a dual-career appointment must be free to refuse the appointment, and those proposing such appointments must consider departmental hiring priorities and programmatic needs.
- While normal search procedures may have to be modified to take into account the limited time frame for making an offer to a candidate's partner, these changes should never infringe upon good governance practices or limit faculty involvement in the search process nor should they violate campus affirmative-action policies.

- Whenever possible, appointments should be made to tenure-track positions. Dual-career appointments should not be the occasion for increasing the number of contingent faculty members at an institution...and every effort should be made not to replace contingent faculty members with partner-accommodation appointees (p. 85-86).

Interestingly, even though most administrators agreed that consideration given towards hiring the spouse of a recruited faculty member could greatly increase their ability to recruit and retain top talent, only one in four universities actually had a dual-career accommodation policy in place (Sweet & Moen, 2004). This remains evident despite the fact that cases such as the Haviland case referenced in Chapter One, and the Legal Impact section that follows, highlighted the dangers of not having policies in place. Even with the advent of the Higher Education Recruitment Consortium (HERC) and the known level of dual-career couples in academia, institutional approaches to couple hiring tended to be ad hoc, shrouded in secrecy, and inconsistent across departments (Schiebinger, 2006). In some instances, department chairs and faculty were oblivious to the fact that their institution even had a policy in place (Laursen & Austin, 2014). It also posed a problem for small campuses or those with collective bargaining agreements (Higginbotham, Bellisari, Poston, Treichler, West, & Levy, 2011). These scenarios make fostering a family-friendly workplace problematic (Sullivan & Mainiero, 2007).

Couples working for the same employer were happier - both at work and at home (Sweet & Moen, 2002). Similarly, some employers reaped the benefits of the loyalty derived from employing spouses (Gurchiek, 2015). To make this a positive experience for all the parties, there needed to be attention paid to the policies and dual-career programs in place, and to the negotiation efforts extended towards the employment outcomes (Simmons & Chivukula, 2015).

However, when a trailing spouse failed to secure employment in the region, the effects were highly detrimental to all involved (Skallerup, 2010). Another potential problem was the environmental ramifications following divorce of the employed couples; this could negatively impact the couple and their colleagues alike (Larsen & Trippe, 2009).

To maintain a competitive advantage over similarly-situated institutions, proactive colleges and universities deployed policies and procedures aimed at attracting and retaining top talent from both the singular body and the dual-couple variety (Fleig-Palmer et al., 2003). Before these strategies came to fruition, couples had to employ many strategies, including downplaying their relationship in order not to impair their progress through the tenure and promotion process – to keep their familial status from negatively impact their career trajectory (Creamer, 2003). Similarly, trailing spouses had to endure mental adjustment issues associated with the questions surrounding whether they earned their career opportunity on the basis of merit or based upon their marriage to a superstar academic (Inside Higher Ed, 2014). Unfortunately, few academic institutions had formal policies in place to specifically address these issues (Jaschik, 2008). This lack of policy put them in a position of possibly losing some of their most prized candidates when their qualified partners failed to find suitable employment (Jaschik, 2008). Some suggested that the key was to design family-friendly policies (Smith & Waltman, 2006). This suggestion, that policies supportive of dual-career hiring helped employers recruit and retain top talent, is reflected in academia; schools with written dual-career hiring policies had higher rates of perceived support for academic couples than did schools without written policies (Schiebinger et al., 2008).

Policy impact and corporate America. As a corporate comparison, a 2015 mobility study showed that 65% of international companies expected that spouse career concerns would have a

much greater impact on the company's ability to attract top talent in the future (Kinert, 2016). According to the 48th Annual Atlas Corporate Relocation Survey, there was an uptick in U.S. companies providing relocation assistance that addresses specifically spousal/domestic partner job finding assistance (Helios, 2015). In Michigan, one approach to this issue was for every Fortune 500 company along a 64-mile stretch between St. Joseph and Battle Creek (including Kellogg's and Whirlpool) to have joined a collaborative program called Connect Sixty-Four, where they supported each other in the hiring of trailing spouses (Mandell, 2011). According to Mandell (2011), the trailing spouses received a "VIP-pass" push towards the front of the recruiting line if their qualifications met the minimum required for the job in question.

While recognizing benefits associated with the hiring of family members, the Society for Human Resource Management (SHRM) also cautioned employers that this sort of nepotism could not only have a negative impact on office dynamics and morale – especially when one member of the couple was a member of management, but also could lead to allegations of discrimination (SHRM, 2014). Nevertheless, it was recommended by SHRM that corporations engaging in a favorable practice of hiring relatives should have a written policy in place.

Legal impact. An anti-nepotism policy was the key issue in the case of Coca-Cola Bottling Company (CCBCC) versus Katrina Caudill (Caudill, 2009). In the case, the daughter of Mrs. Caudill married an employee of CCBCC. Unfortunately, that employee worked in a department supervised by Mrs. Caudill. The employee was fired after refusing to accept a transfer to a different department. Mrs. Caudill sued, and the company defended its decision on the premise that its anti-nepotism policy governed the situation. The policy, in relevant part, stated that:

CCBCC does not believe it is in the best interest of the Company to employ relatives of employees of the Company. CCBCC will avoid hiring "close relatives." "Close Relatives" are defined as the employee'...children – mother-in-law.

In ruling in favor of CCBCC, the court held that regardless of whether or not there exists a right to marry as a substantial public policy in our society, companies like CCBCC are authorized to safeguard their workplaces with reasonable policies that prevent favoritism, conflicts of interest or the appearance of either. The court also noted that according to a survey of 374 companies conducted by Sekaran (1986), of 82% of those companies that would allow couples to work on their premises, 74% of them restrict spouses from working in the same department or the same function. A subsequent survey of 115 companies found that 46% prohibit supervision of a relative (Sekaran, 1986). Given the prevalence of anti-nepotism policy acceptance, the court dismissed Mrs. Caudill's case – ruling in favor of CCBCC.

Mishandling dual-career couple appointments put institutions in legal turmoil. Brown University, for example, was sued when its allegedly unclear policies and misleading promises led to the university not extending a tenured position for Dean candidate Paul Armstrong's spouse Beverly Haviland (Haviland v. Brown University, 2012). The Rhode Island Supreme Court, referencing the *two-body problem* term, spoke to the challenges academia faces when they have to deal with contractual relationships and recruitment involving two faculty members, and the problems created when they had no institutional policies to guide their actions. The case involved Mr. Armstrong, the candidate for a deanship, persuading the institution to extend a reasonable job offer to his wife as a condition of him accepting the job. In ruling for Mrs. Haviland (the trailing spouse), the court noted that when the university extended a job offer in

writing to her, it was held to the terms of the agreement and essentially breached its contract when it later substantially changed the terms and removed key negotiated job security provisions.

Another case involved a trailing spouse, recruited under a dual-career couple program at the University of Wisconsin in Madison, who sued for gender discrimination when she was not transitioned from a visiting to a tenure-track professorship as she expected (*Yan v. Board of Regents*, 2005). While the terms of agreement initially extended to her in the recruitment process differed from what she expected when hired, a point she stressed considering the terms changed after her husband had already formally accepted his job with the university, she was unable to prove that discrimination was the cause. Therefore, the court dismissed her suit.

Universities concerned about scenarios such as the Haviland and Yan cases tended to implement policies on fraternization (or engaging in romantic workplace relationships) and nepotism to minimize the risks associated with relatives and relationships in the workplace (Kizirian et al., 2006). Most, but not all, courts have upheld regulations that prohibit married spouses from working for the same employer (Schmidt, 2007). For many years, nepotism has concerned not only employers but also the employees who perceived that the hiring of relatives negatively impacted them (Schmidt, 2007). As a result, some institutions drafted no-spouse policies to prevent the hiring of spouses (Gely et al., 2002). As a practical matter, these policies served to hinder an institution from employing the best faculty and staff available (Avelenda, 1998). Couples working in the same institution tended to be more productive on average than their colleagues at all except for the most prestigious of universities (McCluskey et al., 2013). Additionally, over time these policies have been called into question, especially as it related to states and cities that have enacted laws against familial status discrimination. Atlanta, Georgia, in particular, had Ordinance Chapter 94, Article V, Section 112 (2009) which prohibited

discrimination on the basis of parental and familial status (Isaac, 2011). It should be noted, however, that some courts allowed no-spouse policies under the premise that they were neutral relation-based anti-hire policies based merely on relationship status as opposed to being anti-marital status policies (Bolstad, 2012).

Some institutions drafted policies that required both spouses to be hired based upon merit to address the concern of nepotism. For instance, the policy at Arizona State University stated, “Each individual must be hired on his or her own merits and not because the individual is related to a person that the university wishes to recruit. Hiring officials must determine that both individuals are qualified and suitable hires...” (Arizona State University, 1980, p. 1). Similarly, The USG policy on the employment of relatives stated that “No individual shall be employed in a department or unit that will result in the existence of a subordinate-superior relationship between such individual and any relative of such individual through any line of authority. As used herein, “line of authority” shall mean authority extending vertically through one or more organizational levels of supervision or management.” (USG, n.d.).

Some institutions deployed ad hoc faculty committees to assess and draft policies to address the dual-career concern (Auburn University, 2008). Institutions need to take a holistic approach to how they address the employment of spouses on campus, to ensure that unintended legal consequences did not surface due to real or perceived gender bias and discrimination based upon how policies were drafted and implemented (Worklife Law, 2013). Ensuring that human resource and legal professionals drafted the policies, and that the procedures were monitored for their impact once the policies are implemented, helped guard against negative legal impacts associated with dual-career couple hiring programs.

In another gender discrimination case, Sabreed Gad sued Kansas State University (KSU) for its refusal to give her a full-time faculty position (Gad, 2016). KSU hired Mrs. Gad's husband in 2010 and under KSU's dual-career couples program, Mrs. Gad began applying for full-time faculty work in the same geology department. After almost two years of failed attempts, KSU eventually provided her with a part-time temporary faculty position. When a full-time faculty position became available, she applied for the position. While she appeared to meet minimum qualifications, her candidacy was rejected based upon her lack of recent and a perceived relevant research agenda. She then filed a complaint with the Equal Opportunity Commission and subsequently filed a lawsuit. In dismissing her lawsuit, the court stated that she failed to prove that a full-time position was not given to her on the basis of her gender. To the contrary, KSU followed its dual-career policy in creating a position for her (albeit not full-time as she hoped), and it followed its policy when it made decisions regarding her candidacy for openings within the department. Coupling this evidence with the fact that the department did recently employ another female faculty member in the department eviscerated her purported basis for gender discrimination (Gad, 2016).

Legal impact and corporate America. Some corporations, such as Southwest Airlines, where 7% of its employee population are married to a co-worker, do not discourage the hiring of couples (Bolstad, 2012). However, those that do allow it have to be mindful of not running afoul of anti-discrimination statutes such as Title VII, which prohibits discrimination on the basis of race, color, religion, sex, gender, national origin, and in some jurisdictions gender identity and transgender status (Bolstad, 2012). Allowing nepotism could result in the appearance of race-based preferential hiring and discrimination against traditionally non-hired races given the fact that most couples shared the same racial background (Bolstad, 2012). This appearance of

discrimination was especially true if the employer had a very homogenous employee demographics (Bolstad, 2012). While nepotism practices did create some level of risk, most companies minimized their exposure by deploying and enforcing anti-nepotism policies.

Approximately 64% of businesses and 35% of Fortune 500 companies were family owned (Statistic Brain, 2016). Many of them were very successful, generating enough combined revenue to be the third largest economy in the world (Peterson-Withorn, 2015). For many of them, their success was greatly related to their endorsement of nepotism and the loyalty and generational cohesiveness of their management philosophy (Peterson-Withorn, 2015). Of those that failed, 60% of the failed companies could blame poor communication and trust as the reason (Statistic Brain, 2016). These failures made clear and transparent policies and practices ever-important.

While family-owned businesses appeared to expect families to work there, publicly-owned businesses were more likely to have formalized anti-nepotism policies (Singell & Thornton, 1997). The four different levels of anti-nepotism policies generally involved a bar against the hiring of relatives either (1) anywhere in the organization, (2) at the same facility, (3) in the same department or workgroup, or (4) in positions where one may immediately influence the compensation, promotion or work situation of the other (Singell & Thornton, 1997).

According to Muller (2016), proponents of anti-nepotism policies argued that despite well-known nepotism success stories like Walmart and the Walton family, nepotism typically resulted in negative situations such as (1) relegating employee performance to whom you know, (2) favoring family and friends and leading to claims of discrimination, (3) creating an impediment to talent retention of non-family members, and/or (4) favoritism negatively impacting employee engagement. Anti-nepotism policies helped establish employee

expectations as well, especially regarding office-romance and general hiring protocols (Muller, 2016). However, as previously noted, the risk still existed to some extent regardless of whether employers embraced nepotism or implemented anti-nepotism policies.

United Parcel Service (UPS), a Georgia-based Fortune 500 company, found itself in the middle of a discrimination lawsuit regarding how it applied its trailing spouse policy. In that case, Daniel Kline's domestic partner of 27 years, Frank Sories, was transferred from San Francisco to Chicago when his employer closed down their San Francisco office (Advocate, 2004). When Daniel requested a transfer under UPS' trailing spouse policy, which allowed an employee to transfer to a different branch where a spouse relocated, the company denied his request. The reason for denial was because Daniel and Frank were not legally married (Advocate, 2004). However, the couple was not – and could not – legally marry, despite their status as registered domestic partners in California, were beneficiaries on each other's insurance policies, retirement plans and wills, and owned a home together (Lambda Legal, 2003). Because of this, Lambda Legal (2003) sued on their behalf on the basis of disparate impact discrimination, asserting that a policy that was non-discriminatory on its face was applied in a discriminatory fashion against the gay couple. After approximately nine months, UPS settled the case and allowed Mr. Daniel Kline the ability to utilize the trailing spouse policy and transfer to Chicago to be with his partner (Advocate, 2004). As this case exemplifies, lack of support for relocating couples can not only cause legal problems for employers, it can also have a negative impact on diversity within the workplace.

Diversity impact. The *two-body problem* had a particularly disproportionate impact on women (Sher, 2006). This impact was especially true because women were more likely than men to have academic partners (Laursen & Austin, 2014). There were no easy solutions,

especially considering the couples might be in the same or different disciplines, at various stages of their careers, and might have different amounts of career flexibility - and potentially varying childcare responsibilities to consider (Sher, 2006). While some of the anti-nepotism rules of the past barring women from teaching at the same university as their husbands had dissipated, access problems still existed (Quinn, 2004). The problems were not lost on minorities as well, as these employees experienced the challenges associated with trying to secure opportunities for their trailing spouses at institutions that were more accustomed to recruiting and promoting individuals from a more traditional (non-minority) background (Schiebinger, 2008). Gay couples similarly struggled to find opportunities as society continued to struggle with acceptance of this lifestyle choice (O’Ryan & McFarland, 2010). The UPS case referenced in the Legal Impact section underscored this concern.

Some institutions refrained from hiring couples for fear of creating a homogenous workforce that could serve to exclude members of certain races and, thus, increase the risk of running afoul of anti-discrimination laws (Bolstad, 2012). However, hiring couples also had a positive impact on diversity. As a form of cluster hiring, this practice impacted both faculty diversity and components of institutional climate, including the learning environment, collaboration, community engagement and success of faculty from all backgrounds (Flaherty, 2015). This benefit included diversity enhancement in not just race, ethnic and gender categories, but also perspective, ideology, and methodology (Flaherty, 2015). However, when isolating the discussion on race, the number of minorities in higher education were somewhat concerning. According to Fleetwood & Aebbersold (2010), 2005 studies showed minority representation as: (1) Black: 6-11%; (2) Hispanic: 3-12%; (3) Asian: 4-8%; and (4) Other: 2-6%. In contrast, whites were represented at percentiles ranging from 67-81% (Fleetwood &

Aebersold 2010). These numbers skew somewhat lower than expected, at least in the black and Hispanic categories, when compared to the 2005 U.S. Census Bureau data at the time. The Census Bureau Data showed minority representation as: (1) Black: 13%; (2) Hispanic: 14%; (3) Asian: 4%; and (4) Other: 3%. As universities continued to see the relevance and importance of diversity, especially amongst the faculty ranks to ensure that there were adequate role models and mentors for junior faculty and students alike, diversity recruitment took on greater levels of importance in the coming years (Fleetwood & Aebersold, 2010).

Institutions that did not actively address the dual-career conundrum could find themselves at a competitive disadvantage (Jaschik, 2010). Indeed, top recruits actively refused job offers if their partner could not also find a satisfactory position in the same locale (Higginbotham et al., 2011). This idea was also the main reason why good employees left - because their spouse could not find a good job at the institution (Kibel, 2013). The rejection of job offers or leaving their place of employment was more prevalent when the couple had to consider the unappealing alternatives to working together - such as financial concerns of maintaining two residences and long-distance travel to spend time together (Kaplan, 2010). Additionally, there were social concerns associated with having to attend employment and community-related events alone that the couple would normally attend together, time concerns relative to how long they may be apart, and career development concerns of one spouse putting his/her career development or advancement on hold in order to be together in one location (Vick & Furlong, 2008). A focused effort on properly handling dual-career couples could have an enriching impact on the gender, racial, religious and age demographics of the institution.

Diversity impact and corporate America. Dow Chemical Company recognized this dilemma as early as 1987 when it expanded its' dual-career assistance relocation policy to allow

for up to 3-months of benefits to the trailing spouse (Burke & Mattis, 2005). These fixed-period benefits included reimbursement for lost income or if the trailing spouse did not relocate with the employee, reimbursement for travel expenses to visit his/her spouse (Burke & Mattis, 2005). According to Burke & Mattis (2005), other assistance included job search assistance, career counseling, expense reimbursement to travel to the new location for interviews, and reimbursement for tuition and professional fee and licensure costs to aid in employability in the new location. This effort was a part of Dow Chemical's diversity initiative supporting their goal of advancing women and minorities into positions of leadership, as they did not want relocation to impede to their efforts (Burke & Mattis, 2005). This policy expansion likely had not only a positive impact on diversity initiatives but also overall efforts to recruit and retain high potential employees.

Recruitment impact. Recruitment and staffing were the lifeblood of any organization. Academia was no different. Organizations needed talented people engaged in the excellent execution of the institutional mission to realize successful outcomes. This need made the hiring and retaining of valuable and valued employees mission-critical. According to Scheel (2006), while the academic job market was intensely competitive, institutions of higher education were increasingly recognizing that providing support for employees in dual-career relationships helped them meet their recruitment goals. Resources were also more readily available for these couples, such as HERC, to help them overcome the hurdles of finding two academic jobs in one place (Clay, 2012).

Major academic recruitment sites like higheredjobs.com and insidehired.com have adapted to the needs of dual-career couples by expanding their job search portals beyond just access for individual job seekers to also accommodate the dual-career academic couple seeking

opportunities at the same institution or institutions in similar regions (Higherjobs.com, n.d.).

The industry as a whole recognized the relevance of adjusting recruitment practices to include consideration of trailing spouses given the relatively high propensity for academics to marry each other. Indeed, just about any discussion of academic hiring these days eventually transitioned to the topic of dual-career hires or partner accommodations (Jaschik, 2010).

Colleges that refused to recognize the importance of considering trailing spouses risked being on the negative side of efforts to recruit high profile and top-notch faculty and administrator level candidates (Jaschik, 2010).

For the institutions that saw the benefit in such hires, resources, such as those made available via HERC, have made it easier for colleges to implement effective policies and procedures to address this dual-career dilemma (Clay, 2012). Additionally, some institutions partnered with neighboring institutions to promote jobs for trailing spouses. Some universities and colleges, such as the Five Colleges in Massachusetts (www.fivecolleges.edu), or the Five Colleges of Ohio (www.ohio5.org), advertised academic and non-academic positions at nearby campuses (Vick & Furlong, 2012). The Ohio State University, in particular, formally launched a cooperative service encompassing thirty-three (33) colleges and universities sharing a job-posting service dedicated to helping dual-career couples find positions in academia (Caldwell, 2014). Institutions partnering with each other to deal with this problem many times have joint policies and procedures allowing for one institution to fund the hire of a trailing spouse on the other institution's campus for a period of time and for a certain percentage of the base salary of the trailing spouse (Williams, Bagnatori & Hunt, 2009).

Most of the faculty should be on the same page for the process to work seamlessly. At Brown University, of the 100 new faculty positions called for by the Plan for Academic

Enrichment, 25 were allocated to the Target of Opportunity hiring program, which allowed the university to bypass traditional search procedures when the chance to hire a particularly distinguished professor arose. However, regardless of how badly the institution wanted to recruit someone, the university realized that it could do more harm than good by offering a position to that person's partner if they were unqualified for the job (Friedman, 2010). Hiring a trailing spouse solely because the person is a trailing spouse could damage institutional credibility and create animus and discord within the employee ranks; the trailing spouse should always meet the minimum qualifications for any potential position.

Recruitment impact and corporate America. With over 47% of all U.S. married couples operating their household and relationship based on their dual-income, up over 15% between 1996 and 2014, the family dynamic and the employment prospects of both of the partners deserved consideration (Coleman & Coleman, 2012; Graebel Relocation, 2015). This was especially true as a new generation entered the workforce, and 78% of Millennials were a part of a dual-career relationship (Graebel Relocation, 2015). While academia did not differ from the rest of society in its need to value the importance of talent acquisition and retention, it did differ somewhat in its need to be more accommodating of trailing spouses than a typical organization. For example, Graebel Relocation (2015) noted that corporations increasingly deployed virtual office arrangements for relocating employees rather than losing the talent; a concept not easily duplicated within academia, outside of faculty members being willing and able to teach within the respective institutions online programming.

Environmental impact. Dual-career couple issues presented numerous concerns to academic institutions, from (1) the potential displacement of contingent or adjunct faculty, (2) the hiring of perceived or real unqualified faculty to the detriment of readily available and

qualified potential faculty members, and (3) the potential to create a workforce that was less diverse than ideal pursuant to affirmative action plans - due to the homogenous nature of couples and the lack of diversity that may be fostered as a result. While the research tended to skew towards faculty concerns, administrative staff employment issues were similar. Having policies and procedures to address these concerns were ideal.

Some researchers saw couple hires as problematic. In a survey on the topic, Jaschik (2008) reported the following results:

- 43% said that they believed partner hiring or retention efforts prevents open competition.
- 29% said that their department has hired partners I consider underqualified.
- 26% said that couple hiring disrupts the intellectual direction of the department.
- 44% said that couples in the same department can create conflicts of interest.
- 37% agreed with the statement: In my department, the second hire is treated with less respect than the first hire.

Moving from surveying, as done by Jaschik, to interviewing academic couples, Sweet & Moen (2004) conducted substantive interviews of 276 couples working for the same institution to examine what happened when the boundaries between home and work were blurred. With New York academic couples as the focus, Sweet & Moen identified the types of couples most likely to adopt a co-working career strategy, investigated how this strategy impacted relational concerns and assessed whether or not co-working impacted effective work and family functioning (2004). They found that:

- Co-working arrangements among academics can have positive effects on the quality of interpersonal relationships on and off of the job, as well as quality of work.

- At times, one spouse excels while the other spouse has a stagnated career, resulting in career dissatisfaction and jealousy.
- Coworkers can assume that one spouse is carrying the other spouse.
- Couples tending to be more educated and older than dual-earning couples outside of academia (both partners tended to have graduate degrees).
- Given the advanced education and focus on a professional career, geographic location is of heightened importance to these couples.
- Women were more likely than men to report that work life had a negative tendency to spill over into family life.
- Half of the women surveyed indicated that neither spouses' career took precedence over the other, a result higher than is found in what women indicated for couples not working together at the same institution (32% of these women indicated their careers were subordinate to that of their husband).
- The results should not be read to mean that the work environment is necessarily family friendly (p. 257, 263-265, 267)

Environmental impact on corporate America. Another challenge employees faced when working with their spouse was diminished relationships with colleagues. When couples focused too much attention on each other and spent the majority of their break and lunch times together, they did so to the detriment of building good working relationships with their colleagues (Markman, 2014). Their relationship might flourish, but letting their desire to be with each other impede their ability to develop effective working relationships with co-workers and connections with key clients negatively impacted the working environment for couples, colleagues and

clients alike (Markman, 2014). This concern, pointing to how working together had a relationship impact on the couple, will be more substantively addressed in the next section.

Relationship impact. Higher education is a highly competitive industry, and employees seeking to work in education had exponentially greater difficulty if they desired their spouse to be employed by the same institution (Sprunt & Howes, 2012). This struggle was especially true considering many academic couples started their relationships while still in graduate school, making this a common problem for them upon graduation and as they attempted to secure their first academic careers (Clay, 2012). While some spouses were willing to engage in substantial commutes of 7+ hours or more to accommodate their academic career pursuits, some were not as interested in this major disruption to the familial unit (Sample, 2011).

Women were more likely than men to have their career trajectory interrupted than men when it comes to spousal hiring practices (Wade, 2012). Institutions that ignored this phenomenon found themselves losing good candidates, as an increasing number of academics were refusing to accept employment opportunities unless the college or university also considered hiring their spouse (Gorlick, 2008). In fact, 88% of the 9,000 professors surveyed indicated they would have rejected the job offer they received if no employment was also offered to their spouse (Gorlick, 2008).

Couples working for the same employer derived many benefits; the most significant benefit was an increase in their overall happiness at work and within their relationships (Rabin-Margalioth, 2006). Similarly, some employers have also reaped the benefits of the loyalty derived from employing spouses (Gurchiek, 2015). To make this a positive experience for all the parties, there needed to be focused attention paid to the policies and dual-career programs in place, and to the negotiation efforts extended towards the employment outcomes (Simmons &

Chivukula, 2015). However, when a trailing spouse failed to secure employment in the region, the effects were highly detrimental to all involved (Skallerup, 2010).

The academic dual-career couple job search was the most stressful that there was in career searches (Kelsky, 2013). While discrimination based upon personal circumstances and familial relationships was not supposed to happen, it certainly did (Isaac, 2011). To address this concern, some institutions implemented policies and procedures to formalize the hiring process as it related to academic couples. These policies and procedures were based upon the research evidencing that the hiring of academic couples resulted in a more content and less stressed workforce, the amount of loyalty and working hours output increased when hiring couples, and the couples seemed to be more supportive of each other's careers (Higginbotham, 2010).

A tangential concern to the legal problems identified and associated with mishandling dual-career recruitment was the emotional turmoil occupying the minds of trailing spouses. Called 'Trailing Spouse Syndrome', a term created as a reference to military spouses trailing their military-career husband/wife around the country or world, it has been exemplified as a spouse experiencing feelings of culture shock, homesickness, isolation, depression and loss of focus (Elamawy, 2015; Expat Info Desk, n.d.). These feelings are exacerbated when the relocation experience includes a foreign assignment (Blakely et al., 2014).

Relationship impact on corporate America. Facebook COO Sheryl Sandberg gave the following career advice, "The most important career choice you'll make is who you marry" (Valcour, 2013). Relocating couples had to make difficult decisions for the trailing spouse to either stay behind in a job that threatened to overwhelm them due to the distance and loss of support, or to withdraw from the workforce entirely – neither option being ideal (Valcour, 2013). As if the potential and realization of work conflict was not substantial enough, some couples also

found that balancing the home life was equally daunting; raising children and the fair separation of household chores ranking high among the stressors (Tryon, 1982).

A corporate relocation study was conducted in 2015 to look at the top reasons why employees were reluctant to relocate. The number one reason for employee reluctance was his/her family's reluctance to move – 60% of those surveyed indicated that their failed relocations were due to this reason (Belnap, 2015). A top 10 issue for the relocating employees surveyed (18% of those surveyed) was also career options for the trailing spouse and the spouse's reluctance to leave his/her present job (Belnap, 2015). Other concerns included the desirability of the area for the couple as a whole (24%), the cost of living (35%), and house selling concerns (32%) (Belnap, 2015). According to Belnap (2015), to make sure recruitment and relocation decisions were sound given the, on average, \$72,000 expense to employers per relocation it funded, top corporations provided the following:

- A single point of contact for the couple who helped with continuity of communications and moral support about the relocation.
- Specialized information on the community and career and family services support options for the family that tended to provide greater data on topics like schools, neighborhoods, childcare, job search assistance agencies, and so on than could be found via a generic Google search.
- Leveraged the 3rd party recruitment firms (also called headhunters) they regularly employed to help with employee recruitment to also provide some level of assistance for the trailing spouse (para.4).

Ultimately, the advice given by the various experts tended to point back to employers having clearly written policies and practices that govern how they handle the relocation of couples.

Ample forethought in this regard seemed to benefit employers and employees alike.

University System of Georgia Institutional Profiles

The institutional sectors, as listed by the USG (n.d.), and city populations as listed on GeorgiaDemographics.com (n.d.), consisted of the following:

Table 2.1

List of USG Institutions

Type of Institution	Name	Location	City Type (Population)	Student Population
Research	Augusta University	Augusta	Urban (~200,000)	~10,000
Research	Georgia Institute of Technology	Atlanta	Urban (> 472,000)	20,000+
Research	Georgia State University	Atlanta	Urban (> 472,000)	27,000+
Research	University of Georgia	Athens	Urban (~115,000)	34,000+
Comprehensive	Georgia Southern University	Statesboro	Rural (~75,000)	20,000+
Comprehensive	Kennesaw State University	Kennesaw	Urban (~30,000)	21,000+
Comprehensive	University of West Georgia	Carrollton	Rural (~27,000)	12,000+
Comprehensive	Valdosta State University	Valdosta	Urban (~140,000)	11,000+
State Universities	Albany State University	Albany	Rural (77,000)	~6,500
State Universities	Clayton State University	Morrow	Urban (~6,500)	6,000+
State Universities	Columbus State University	Columbus	Urban (> 200,000)	8,000+
State Universities	Fort Valley State University	Fort Valley	Urban (10,000)	~2,800
State Universities	Georgia College and State University	Milledgeville	Rural (~19,000)	6,500+
State Universities	Georgia Southwestern State University	Americus	Rural (17,000)	~3,000
State Universities	Middle Georgia State University	Macon	Urban (153,000)	8,000+
State Universities	Savannah State University	Savannah	Urban (147,000)	3,800+
State Universities	University of North Georgia	Dahlonega	Rural (> 5,000)	14,000+
State Colleges	Abraham Baldwin Agricultural College	Tifton	Rural (> 17,000)	~4,500
State Colleges	Atlanta Metropolitan State College	Atlanta	Urban (> 472,000)	3,100
State Colleges	College of Coastal Georgia	Brunswick	Rural (> 83,000)	~3,600
State Colleges	Dalton State College	Dalton	Rural (~33,000)	5,700+
State Colleges	East Georgia State College	Swainsboro	Rural (> 7,000)	3,000+
State Colleges	Georgia Gwinnett College	Lawrenceville	Urban (~29,000)	~12,000
State Colleges	Georgia Highlands College	Rome	Rural (~36,000)	~5,700
State Colleges	Gordon State College	Barnesville	Rural (~8,000)	~4,000
State Colleges	South Georgia State College	Douglas	Rural (~12,000)	1,800+

The types of institutions/sectors, are defined as follows:

- Research universities consisted of institutions with a statewide scope of influence, a commitment to excellence and responsiveness in academic achievements that impact national or international status, and a commitment to wide-ranging research, scholarship, and creative endeavors that are consistent with the highest standards of academic excellence (USG, n.d.).
- Comprehensive universities, that consisted of institutions with a commitment to excellence and responsiveness within a scope of influence defined by the needs of a specific region of the state, a range of disciplinary and interdisciplinary academic programming at the baccalaureate and master's levels, as well as a limited number of professionally-oriented doctoral level programs, and a commitment to research in selected areas of institutional strength and focused on regional need (USG, n.d.).
- State universities, that consisted of institutions with a commitment to excellence and responsiveness within a scope of influence defined by the needs of an area of the state, a high quality general education program supporting a variety of disciplinary, interdisciplinary, and professional academic programming at the baccalaureate level, with selected master's and educational specialist degrees, and selected associate degree programs based on area need and/or interinstitutional collaborations, and a commitment to applied research in selected areas of institutional strength and area need (USG, n.d.).
- State colleges, that consisted of institutions with a commitment to excellence and responsiveness within a scope of influence defined by the needs of a local area, a commitment to a teaching/learning environment that functions to provide University

System access for a diverse student body, a high quality general education program that supports a variety of well-chosen associate programs, a limited number of certificate and other career programs to complement neighboring technical institute programs, and a limited number of baccalaureate programs designed to meet the educational and economic development needs of the local area (USG, n.d.).

Theoretical Framework

The corporate approach to dual-career couples provided a scintilla of insight into how to effectively model policies and processes to support the emotional and financial well-being of couples that relocated to new areas for career necessity or advancement. With this as a comparative backdrop, qualitative content analysis of USG college and university policies and practices helped frame how academia in Georgia approached this frequent dilemma for academic couples. An assessment of the policy and practice approach at the researcher's current institution, as well as the other 25 USG sister institutions for a comparative analysis, served as a microcosmic lens into higher education's viewpoint on employing trailing spouses on their respective campuses. Through the content analysis, themes emerged regarding how institutions treated dual-career couple dynamics in their employee recruitment processes. Of particular interest was the fact that the study conducted by D.E. Hunt (2009) that researched 12 large universities to see which, if any, had a formalized dual appointment process, and noted that the single Georgia institution in the study did not.



Figure 2.1. Content Analysis Chart

By following the above-referenced approach, themes emerged that both supported and added an additional intellectual property to the existing dual-career couple research. What follows is a brief report on the existing research that influenced this study.

The research was framed around the *Two-Body Problem* book by Wolf-Wendel et al. (2004). This book on the topic of dual-career couples in higher education, with its in-depth survey of 360 institutions, and a case study of five institutions, produced an authoritative analysis of this issue and how institutions were addressing the opportunities and challenges associated with the recruitment and retention of academic couples. Similar to the Wolf-Wendel et al. (2004) case-study analysis approach of looking at a number of rural and urban institutions of varying sizes and complexities, the researcher likewise conducted a confidential research process that balanced institutional size, complexity and location to understand how they approach dual-career couple recruitment. The research, however, focused specifically and narrowly on the above-referenced USG institutions. The researcher also took an additional step in exploring websites of these institutions to understand the level of visibility and priority surrounding dual-career couple programming. The Wolf-Wendel study, as well as other studies that influenced the researcher, are charted below.

Table 2.2

Conceptual Analysis

Wolf-Wendel et al. (2004)			
Purpose	Participants	Design	Outcome
<ul style="list-style-type: none"> Assess multiple areas of institutional information (i.e., relocation services, accommodations provided to the trailing spouses through non-tenure track and adjunct opportunities, and other concerns. 	Survey of 360 institutions and a case study analysis of five of them.	Mixed Methods: Quantitative - Survey Qualitative – Interviews and Case Study	<ul style="list-style-type: none"> 24% of the institutions reported having a dual-career accommodation policy, of which 42% had them in writing and the remaining 58% had an unwritten practice. Research institutions were the most likely to report that accommodating spouses is important and that they have a policy, due to their access to greater financial resources than their college and university brethren.
Sweet & Moen (2004)			
Purpose	Participants	Design	Outcome
<ul style="list-style-type: none"> To ascertain the challenges the couples faced – both at work and in their personal relationships. To identify the types of couples most likely to adopt a co-working career strategy, investigate how this strategy impacted relational concerns, and the assessed the degree to which co-working is associated with effective work and family functioning. 	Interviewed 276 couples working on the same campus in New York-based institutions.	Qualitative – Interviews	<ul style="list-style-type: none"> Co-working arrangements among academics can have positive effects on the quality of interpersonal relationships on and off the job, as well as work quality. At times, one spouse excels while the other spouse has a stagnated career, resulting in jealousy and dissatisfaction. Co-workers can assume that one spouse is carrying the other spouse. Given the advanced education and focus on a professional career, geographic location is of heightened importance to these couples. Women were more likely than men to report that work life had a negative tendency to spill over into family life. The results should not be read to mean that the work environment is necessarily family friendly.

McCluskey et al. (2013)			
Purpose	Participants	Design	Outcome
<ul style="list-style-type: none"> Analysis of how dual-career couple concerns impact the hiring and advancement of women working in STEM fields within higher education. 	259 large universities (of 10,000 or more students)	Mixed Methods: Quantitative – Surveys and Website data Reviews Qualitative – Phone-based Interviews	<ul style="list-style-type: none"> 22% of Universities document a formal policy and 67% do not mention a policy on their websites. Women were more likely than men to have an academic partner and were more prone to reject a job offer if the university did not accommodate the partner. Couples working in the same institution tended to be more productive on average than their colleagues at all except for the most prestigious of universities.
Guler et al. (2012)			
Purpose	Participants	Design	Outcome
<ul style="list-style-type: none"> Analysis of dual-career job searches and the impact on couples involved. Focus on Joint Search Theory, or the theory around how people go about finding and selecting the appropriate job opportunities for themselves – with an expanded view on the dual career perspective. 	Two Couples	Mixed Methods: Qualitative – Case Study of the two couples. Quantitative – Examination of micro-data from the Survey of Income and Program Participation (SIPP)	<ul style="list-style-type: none"> Searches and decisions are not done in isolation and the trailing spouse has a lot of influence on the decision making. Couples tend to make the economic decision to hold out for offers that allow them to work for either the same or institutions geographically close to each other – couples tend to want to be employed by the same institution.
Kmec et al. (2015)			
Purpose	Participants	Design	Outcome
<ul style="list-style-type: none"> Study on partner accommodation programs in academia to provide insight into the mentality of the couples and an understanding of the full emotional and practical dynamics associated with relocating families for opportunities. 	Surveyed faculty members at seven universities – 2,369 faculty participated.	Quantitative – Survey	<ul style="list-style-type: none"> The study noted that female employability suffered when these policies and programs did not exist and, as a result, employee recruitment and retention efforts were impaired. 85% of faculty were in a dual-career status at time of hire, with 65% having an academic partner. 22% of respondents would reject a job if spouse didn't also have employment.

The researcher decided to frame the study on a policy and practice analysis, with the hopes of determining what was happening in Georgia's public sector of higher education. Ultimately, the researcher desired to provide a backdrop for a future policy framework that could provide system-wide clarity on the stance that these institutions should take regarding the employing of trailing spouses at system institutions. Website analysis was conducted to understand what level of importance institutions placed on their dual-career programming. The policy, practice and website review for the institutions that did have a formal approach to dual-career couple employment adds to not just the dialogue with how Georgia public institutions should handle the dilemma, but also adds substance to the overall and existing body of research on this topic.

Chapter Three: Methods

While the academic job market is intensely competitive, institutions of higher education were increasingly recognizing that providing support for employees in dual-career relationships – with about 36% of the faculty at American universities being married to another academic – could help them meet their recruitment goals (Scheel, 2006; Schiebinger, Henderson & Gilmartin, 2008). Because of the concerns with maintaining a marital relationship, the primary searching partner was likely to reject a more intellectually stimulating and financially appealing offer out of consideration for his/her spouse (Gorlick, 2008). With such a high percentage of academics married to each other, it was virtually inevitable that, on an annual basis, colleges and universities would confront issues relative to whether or not to hire the trailing spouse of a faculty member they were recruiting. Because of this, academic institutions had to determine how they would deal with this issue.

Institutional approaches to couple hiring tended to be inconsistent across departments, and at times even non-existent (Schiebinger, 2006). In some instances, department chairs and faculty were oblivious to the fact that their institution even had a policy in place (Laursen & Austin, 2014). Some academics have suggested that no other aspect of the job arouses as much controversy as dual-career hiring (Schiebinger et al., 2008). Only 22% of universities documented a formal dual-career couple recruitment policy, and 67% made no mention of such a policy on their websites (McCluskey et al., 2013). Institutions understanding the problems associated with a trailing spouse not finding employment, and the resulting flight risk of their recently-hired employee, made it a priority to establish a dual-career couple policy (Wilson, 2013).

Guidance provided by the American Association of University Professors (AAUP) on how to handle dual-career couple issues provided a good backdrop on how institutions could create an effective policy and process (Higginbotham, 2010). The main recommendations included:

- Institutions should have a clearly worded policy that covers all full-time appointments.
- Policies should be developed by faculty bodies or committees, not by the administration.
- Policies should address how decisions are reached, and the budgetary impact.
- Appointment decisions should be based upon a consideration of merit.
- Departments asked to consider an appointment must be free to refuse.
- Modified time frames should never "infringe upon good governance practices, limit faculty involvement in the search process, or violate campus affirmative-action policies.
- Whenever possible, appointments should be made to tenure-track positions and not contingent faculty positions (p. 85-86).

A related study conducted by D.E. Hunt (2009) researched 12 large universities to see which, if any, had a formalized dual appointment process that provided consideration for spousal placement services. Half of the universities had such a process in place, but interestingly, the one Georgia school on the list did not. Similar to the Hunt study but on a broader scale, McCluskey et al. (2013) reviewed the websites of 259 large universities (of 10,000 or more students) and found that only 22% of those universities documented a formal policy. With the AAUP recommendations and the recent studies cited as a backdrop, research questions emerged

to assist this researcher in a focused effort on reviewing how Georgia's 26 public colleges and universities in the USG system approached the issue from a policy or practice perspective.

Research Questions

The following research question was developed to add to the body of research in this realm:

- To what extent do public higher education institutions in the University System of Georgia (USG) have formal policies or informal practices that govern how they navigate the dual-career couple dilemma?

Sub-questions explored consisted of the following:

- Are there any differences in policy versus practices approach based on the type of institution in question?
 - Does the size or location of the institution matter?
 - Do their websites reflect an institutional approach to dual-career couples

Current policies, practices and websites of the 26 USG institutions, segmented out by location and size, were reviewed in order to find answers to the above-referenced questions. Rural institutions, for this research study, are defined as cities with a population of fewer than 100,000 people and not considered a suburb of a major metropolitan area. For example, while Kennesaw, Lawrenceville, and Morrow have relatively small populations, their proximity to Atlanta resulted in categorization of urban. The same is true for Fort Valley and its proximity to Macon. In order to maintain confidentiality, the research results will be coded, ensuring that more than one institution encompassed each category. As such, the names of the institutions will not be reported, and instead of categorizing the institutions by sector they are categorized as

either: rural or urban, with a student population of (1) greater than 10,000 students, (2) between 5,000 and 10,000 students, or (3) less than 5,000 students. (see table 3.1 below).

Table 3.1

Breakdown of the 26 institutions - per category

	< 5,000 Students	5-10,000 Students	> 10,000 Students
Rural	6	4	3
Urban	3	4	6

As Table 3.1 indicates, each category has minimally three institutions, allowing adequate confidentiality to participating institutions. When reporting data, the institutions will also be given fake names to protect their identity.

The researcher hopes that policy and practice review will unearth common trends and provide clarity on whether or not academic institutions actively or passively engaged in the employment of couples on campus. The remainder of this chapter focuses on research design and what, if any, ethical dilemmas existed, further explanation regarding why the above-referenced participants were selected and the tools utilized to collect data from them, how the data would be analyzed, and concludes with a summation of same.

Research Design

The research design is a qualitative study concerning how public colleges and universities within the USG system navigate dual-career couple issues from a policy or practice perspective. This study will have a qualitative design and will consist of worldview assumptions supported by research and theoretical inquiry (Creswell, 2007). Beyond qualitative analysis in a broad sense, the design also consists of a content analysis approach. Content analysis is a text-analysis method for qualitative social research that is viewed as a coding operation involving the transformation of raw data into a standardized format (Kohlbacher, 2006). As noted by

Kohlbacker (2006), the coded data is then reduced to a matrix and analyzed in a way that allows the researcher to make meaningful judgments about the data extrapolated therein.

While content analysis as a research method can be utilized quantitatively, especially when a scientific hypothesis exists and assumptions need to be made relative to unit-to-variable data, it was not apropos for this study. This study necessitated the showing of different possibilities of interpretation of multiple connotations found within the policies and practices viewed, rather than a need to engage in the counting and measuring of "patterns" or "wholes" in texts (Kohlbacher, 2006). Indeed, a qualitative approach allowed for this researcher to move beyond the purely subjective inquiry and into a valuable subjective content analysis whereas the context of text components, distinctive individual cases, and things that do not readily appear in text but are nevertheless important, such as the practices used by institutions that lack a formal written policy could be explored (Kohlbacher, 2006).

Bryman (2004) states that qualitative content analysis is probably the most prevalent approach to the qualitative analysis of documents. It comprises a searching-out of underlying themes in the materials being analyzed, emphasizes the role of the investigator in the construction of the meaning of and in texts, places an emphasis on allowing categories to emerge out of data, and hones in on the significance of understanding the meaning of an analyzed item's context (Bryman, 2004). As it relates to an exploration of the practices utilized by the research participants, qualitative as opposed to quantitative or mixed methods research was the preferred methodology to allow the researcher to access the perception of the respective institutions relative to dual-career couple recruitment. A review of their response to the relevant request for information question(s) posed, as well as through policy and website reviews, will enable development of an understanding of the meaning that they ascribed to their dual-career couple

recruitment experience (Sutton & Austin, 2015). Accessing this type of data cuts against the more objective, measurable data-driven examination necessitated by a quantitative or mixed-method methodology (Harwell, 2011).

The researcher selected a content analysis approach to lend greater credibility to the study as a more objective approach – rather than a review of the personal feelings of campus leaders that would come from an interview and phenomenological research design method (Goes, 2012). Indeed, a content analysis approach, if done properly, can provide a glimpse into the institutional perceptions around dual-couple hiring - by virtue of the level of formality they exercise in policy drafting, and the policies' various levels of support for the couple during the onboarding process. While formal interviews, found in many qualitative research projects, are not included in the study, a brief request for information and exhaustive document review research remain. From this brief request, common themes will be developed, and ultimately an understanding of the institutional perception towards dual-career couple recruitment will materialize. While a standard request for information submitted to multiple people, in isolation, suggests a more survey-like quantitative or mixed method approach, it can be used for qualitative research as well (Ponto, 2015). This study is qualitative due to the limited scope of the request for information, and due to it serving solely to identify documentation of policies or practices that govern institutional dual-career hiring process.

Ethics

Approval was needed before the onset of the request for information. Therefore, the Columbus State University Institutional Review Board/human subject committee (IRB) was the starting point for the receipt of permission to begin the sending the request for information in

question. Once Columbus State provided permission, the supporting documentation was shared with the study participants – upon request.

To begin the content analysis work, the request for information questions were rather simple:

1. Does your institution have a dual-career couple or trailing spouse policy to provide some level of job search assistance/support for the spouse of a faculty or administrator your institution is recruiting to hire? If yes, please provide a copy of the policy.
2. If your institution does not have a policy, does it have an informal practice that governs these dual-career couple/trailing spouse hiring considerations? If yes, please explain/ provide details.

These questions call for a very fact-specific, objective responses from the study participants. Because the policies received from those contacted will reveal the institution within its text, a confidential survey tool is not warranted. Instead, the researcher will ask the contacted study participants to respond to question one, and provide assurance that their responses would remain confidential (see Appendix for a copy of the communication sent along with the request for information questions). The email will contain the informed consent form. They will be informed, via the email's instructions, that no self-identifying or institution identifying information that would be published without their express written consent.

Ensuring there is a clear understanding of the confidential nature of the request for information responses is important. This provides study participants with a level of comfort, and protects the interests of the disclosing party in the instance where they may have inaccurately disclosed an informal practice of their institution, or disclosed in error that no policy or practice

existed. It should also be noted that there is nominal, if any, risk to any of the human subjects responding to the request for information because, according to Georgia's open records law (Georgia.gov, n.d.), any written policy they have in place would ordinarily be accessible via a standard request to the institutional records custodian.

Population and Participants

Given the wide variety of institutions that make up Georgia's university system and the researcher's ability to get prompt and accurate data from the system, this is a most apropos participant base from which to select. The researcher considered selecting the 22 public institutions within the Technical College System of Georgia (TCSG) as participants, as well as the private colleges and universities within the state of Georgia. However, the yield rate to the request for information from the private institutions would certainly be substantially smaller because they need not have adhered to any open records request – a law that only applied to public entities. The University System of Georgia is of sufficient size and geographic reach, with both the depth and breadth needed for a comprehensive study, making the inclusion of the TCSG system institutions unnecessary.

HR professionals at each of the 26 institutions will receive the request for information through the USG CHRO email listserv, primarily because the HR office is typically a focal-point for virtually all institutional policies and processes in many organizational structures. As the office charged with not only recruiting employees into the organization but also participating in the creation of policies dealing with same, the Human Resource Department is uniquely positioned to provide clarity on how higher education institutions have been dealing with dual-career couple issues on their campuses (Anyangwe, 2012). The good cross-section of USG institutions that participate - ranging from the largest national research and comprehensive

universities down to the smaller and more regionally-focused state colleges and universities, and the possibility of getting a good yield rate on the request for information, should make for a robust study.

If policy or practice information is not readily forthcoming from each respective USG institutional HR office, the Provost's office will receive secondary contact, especially considering this is the office that, according to Hunt (2009) and McCluskey (2013), was most likely to own the overall dual-career couples process. Finally, if the two referenced offices yield no positive results or response, the legal affairs office will be the tertiary office, not only because in some organizational structures all policies flow through the legal office, but also because this will be the office most likely to respond to a formal records request.

Instrumentation and Data Collection

A review of the information provided by multiple sources will enable the researcher to answer the research questions. As a form of qualitative content analysis, website reviews of the public institutions will allow the researcher to see what policies are published that govern dual-career recruitment. Simultaneously, each institution will be requested to provide a copy of their policy, with the request for information being initially made to the human resource office, followed by the Provost/academic affairs office if HR does not provide it. Where policies are not published or otherwise made available via the outreach request, the researcher will then engage in a formal records request to each institutions' legal department to solicit the policies. For those institutions without a formal policy, question two of the two-question request for information, with the first question requesting the before-mentioned policies, asks what, if any, informal practices exist. The simplicity of the request for information makes validation unnecessary.

Observations made and data extrapolated from these policies and practices will be coded and categorized into overriding themes.

Measures. The CHROs will receive the request for information via the USG HR listserv. The researcher already has access to the HR listserv and, following receipt of IRB approval, will submit it instantly. Any follow up needed with the Provost offices will be directed straight to the chief academic officers (CAO). The USG website lists the email addresses of all CHROs and CAOs, making it relatively easy to gather contact information. Each institution's website also provides email and phone number data. At each level of inquiry, confidentiality will be assured relative to the name of the information-provider and his/her institution. Three attempts to reach the CHROs, and as necessary CAOs and CLOs, will occur. Specifically, the effort will flow as follows:

- Step 1: Email to CHRO listserv for policies or practices
- Step 2: Follow-up email to the specific CHROs yet to respond
- Step 3: Phone call to non-responsive CHROs, and email to CAOs at these non-responsive institutions in question
- Step 4: Phone call to non-responsive CAOs
- Step 5: Formal records request to legal offices of any non-responsive institutions

Once the CLO receives the formal records request, the institution should respond within three business days.

Response rate. Following IRB approval, the 26 CHROs working for the USG will receive the brief two-question request for information, outlined in the Ethics section, via email through their currently maintained listserv. The researcher anticipates that his working relationship with the USG, will result in the receipt of sufficient responses to the request for

information. Where responses are not received, contact will be made with Provost or Vice President for Academic Affairs. Contacting this office is important because dual-career couples are disproportionately found to be working within the faculty ranks (Schiebinger et al, 2008). Lastly, Chief Legal Officers within the USG will be contacted for the remaining non-responsive institutions. From a policy-gathering perspective, there is a high likelihood for a 100% response rate. Note, however, that this does not mean there will be 26 policies received. Not all institutions will have a policy. Therefore, the researcher expects all institutions to acknowledge the presence or absence of a policy; the researcher also expects that institutions with a written policy will provide it for this study.

As it relates to the receipt of dual-career couple hiring practices information, it is anticipated that the researcher emailed request will result in a high yield rate. Typically, about 30-40% of internal individuals respond to requests such as this, as opposed to 10-15% for external surveys (Fryrear, 2015). However, given the researcher's internal relationship with USG personnel, it is believed that a response rate of 50% is more likely. This means that the researcher can expect to receive responses from all 26 institutions regarding whether or not a policy exists (and if one exists, receipt of same) as requested in Question One of the requests for information. The researcher also expects to receive responses from half (13) of the institutions regarding Question Two - that calls for information on institutional practices. If Georgia is similar to what prior research findings indicate then approximately 20-25% of the institutions will have a policy or practice. This means about five to seven institutions will provide either an actual written policy or an acknowledged practice, and the remainder will acknowledge that no policy or practice exists.

Data Analysis

The process of inductive content analysis will begin upon receipt of the institutional policies and practices. According to Elo & Kyngas (2007), an inductive content analysis is a qualitative method of content analysis that researchers use to develop theory and identify themes by studying documents, recordings and other printed and verbal material. As the name implies, an inductive content analysis relies on inductive reasoning, in which themes emerge from the raw data through repeated examination and comparison. A two-fold analytical, qualitative exploration of the data collected will occur. First, a comparison of the respective responses will be conducted, identifying and coding themes that emerge. The respective responses will be compared and contrasted in an attempt to find the common assessment on how institutions engage in dual-career hiring. Emergent codes and themes, extrapolated from the data collected and charting the similarities and differences between the institutions, will support the findings. The data segmentation is based upon locale (rural versus urban) and size (less than 5,000 students, between 5,000-10,000 students, and greater than 10,000 students).

As it related to coding, as referenced above, the data from the policies, website reviewed information, and response to the request for information questions regarding institutional dual-career couple hiring practices will be symbolically assigned to summative, salient, and essence-capturing words and/or phrases to allow for a comparative analysis of content contained within each policy and practice (Saldana, 2009). The codes will be descriptive and will serve the purpose of helping the researcher to determine repetitive patterns of action and thus overriding themes.

The subsequent chapter contains the codes that emerge as a result of the content analysis experimentation. The coding exercise is heuristic, otherwise stated as an exploratory problem-

solving technique that accounts for the initial step in a rigorous process that leads the researcher towards effective reporting of the data (Saldana, 2009). The results of the exercise are that the overall concepts are expected to come to life and develop meaning and purpose for the study.

Reporting data. The data, as captured in the coding exercise and overriding themes exploration, will be captured primarily in text and tabular formats. Additionally, it will be reported based upon how the research question articulated the problem, to add ease of reading and interpretation. By reporting data in this fashion, readers will be able to identify simplified themes based on institutions' student populations, geographic locale, or approach to dual-career couple hiring policies. When reporting data, the researcher will attempt to protect the identity of the institution, and the institutional leaders providing the data, by not revealing any names.

Summary

Recruitment and retention have always been the lifeblood of higher education institutions. While it is likely correct to assume that the most important recruitment and retention effort is about the student population, employee recruitment and retention is highly important, as well. This importance is especially true considering the largest portion of virtually all organizational budgets is personnel costs. With the need for institutions to regularly recruit and hire the best and brightest talent, the trailing spouse becomes increasingly relevant. While this was true for most industries outside of academia, what made academia unique is the high percentage of faculty members who were married to another academician. Thus, the researcher set out to explore this dynamic and understand how Georgia's state college and university institutions handle dual-career couple recruitment from a policy and practice perspective.

The research design chosen to answer the above-referenced question is qualitative content analysis. The plan is, after reviewing each institution's website to see what information is

available, to send a brief two-question request for information to each institution's officials (the Provost, Chief HR Officer, or Legal Officer) who likely have knowledge of or access to their policy or practice on how they handle dual-career couple recruitment, and ask the following questions:

1. Does your institution have a dual-career couple or trailing spouse policy to provide some level of job search assistance/support for the spouse of a faculty or administrator your institution is recruiting to hire? If yes, please provide a copy of the policy.
2. If your institution does not have a policy, does it have an informal practice that governs these dual-career couple/trailing spouse hiring considerations? If yes, please explain/ provide details.

Due to the open records laws in place in Georgia, this researcher should receive 100% compliance on the request for whatever policies they have in place. Because practices are sometimes informal and not formalized in a writing, the response rate to this inquiry will likely be approximately 50% or a response from 13 of the 26 institutional participants that make up the University System of Georgia.

Table 3.2

Research Confirmation Table

Research Question	Instrumentation/Analysis	How will strategy answer research question?
To what extent do public higher education institutions in the University System of Georgia (USG) have formal policies or informal practices that govern how the navigate the recruitment of dual-career couples?	Website review and request for information followed by qualitative inductive content analysis to develop theories and identify themes deriving from the study of the documents and materials received and reviewed.	A comparison of the request for information responses and documents reviewed will identify themes that emerged. The responses were compared and contrasted to find the common assessment on how institutions presently engaged in dual career hiring.

As outlined in Table 3.2, once the documents are received, the contents of each will be inductively analyzed. Codes developed and key terms that spring forth will capture the essence of the major components of each policy and practice, and text and tabular formats will display the overriding themes. Reporting will primarily be based upon research question as opposed to major findings, to allow the reader a continuous and logical flow of data assumption based upon the original layout of the research questions presented. Note, however, that major findings will be presented as well. The findings should allow readers to observe how USG institutions, collectively and on the basis of size and location, approach dual-career couples hiring.

Chapter Four: Results

Although the percentage of academic couples has remained fairly consistent over the past thirty years (around 36%), institutions have been hiring couples to work on the same campus with greater frequency. (Schiebinger et al., 2008). The couple-hiring rate has increased from 3% in the 1970s to 13% in the 2000s (Schiebinger et al., 2008). Indeed, approximately 93% of academic couples work at the same institution (Newman, 2008). According to Kmec et al. (2015), 65% of the 2,369 faculty members surveyed are married to another academic, and 22% of them stated that they would reject a job offer if his/her spouse didn't also have employment readily available in the location of the new job. This situation is called the *Two-Body Problem* (Wolf-Wendel et al., 2004).

Institutional approaches to couple hiring tend to be haphazard, ranging from ad hoc, inconsistent across departments, and even non-existent (Schiebinger, 2006). In some instances, department chairs and faculty are oblivious to the fact that their institution even had a policy in place (Laursen & Austin, 2014). According to McCluskey et al. (2013), only 22% of universities nationwide document a formal dual-career couple recruitment policy - and 67% make no mention of such a policy on their websites (based upon research of 259 large universities of 10,000 or more students).

In their 2004 book, Wolf-Wendel et al. surveyed nearly 200 institutions and found that (1) 80% of the institutions found that spousal accommodation practices were at least somewhat important, (2) 24% of the institutions reported having a dual-career accommodation policy, of which 42% of these institutions had them in writing and the remaining 58% really had more of an unwritten practice as opposed to a formalized policy, (3) research institutions were the most likely to report that accommodating spouses is important and that they have a policy, and (4)

Regardless of whether or not the institution had a policy, when a recruited faculty member requested placement assistance for his/her spouse, they are equally likely to attempt to assist (Wolf-Wendel et al., 2004, p. 16-18, 26-32, 39-42).

Research Questions

- To what extent do public higher education institutions in the University System of Georgia (USG) have formal policies or informal practices that govern how they navigate the dual-career couple dilemma?

Sub-questions to the primary research question are as follows:

- Are there any differences in policy versus practices approach based on the type of institution in question?
 - Does the size or location of the institution matter?
 - Do their websites reflect an institutional approach to dual-career couples?

The researcher approached the study with a curiosity regarding whether Georgia USG institutional data might mirror previous studies such as the previously referenced McCluskey et al. (2013) and Wolf-Wendel et al. (2004) findings. If this is the case, then approximately 20-25% of the USG institutions will have a policy or practice, and these policies will be adequately documented on the institutional websites.

Research Design

An inductive, qualitative, content analysis research study was conducted to review the policies and procedures of the 26 higher education institutions that collectively form the University System of Georgia (USG). Qualitative content analysis of USG college and university policies and practices will help frame how academia in Georgia approaches the recruitment and

hiring of dual-career couples. Observations made and data extrapolated from these policies and practices were coded and categorized into overriding themes.

To answer the research questions, the researcher reviewed the information provided by multiple sources:

- Website reviews of the public institutions allowed the researcher to see what posted policies existed and governed their dual-career recruitment.
- Policy reviews for the institutions that have a written policy in place.
- Informal practice reviews for the institutions that acknowledge that no policy, but an informal practice exists to govern how they navigate this space.

To compartmentalize the data, the 26 USG institutions were segmented out by location and size. Institutional names are omitted, and instead, they are categorized as either rural or urban and with a student population of either: (1) greater than 10,000 students, (2) between 5,000 and 10,000 students, or (3) less than 5,000 students.

Table 4.1

Breakdown of the 26 institutions - per category

	< 5,000 Students	5-10,000 Students	> 10,000 Students
Rural	6	4	3
Urban	3	4	6

With an eye towards emergent themes, the analysis of collected information sprung forth ample data that the researcher will display via graphs, tables and bullet points - outlining the similarities and differences between the institutions.

Research participants. To find answers to the research question and sub-questions, a brief two-question request for information was submitted to each institution's key officials (the Provost (CAO), Chief HR Officer (CHRO), or Legal Officer (CLO)) who were anticipated to

have knowledge of or access to their institutional policy or practice on how it handles dual-career couple recruitment. The following questions were asked:

1. Does your institution have a dual-career couple or trailing spouse policy to provide some level of job search assistance/support for the spouse of a faculty or administrator your institution is recruiting to hire? If yes, please provide a copy of the policy.
2. If your institution does not have a policy, does it have an informal practice that governs these dual-career couple/trailing spouse hiring considerations? If yes, please explain/ provide details.

By conducting a series of emails, phone calls, and records requests to the above-referenced key officials, the 24 responses received from the institutions helped shape the findings and results.

Findings

In response to the inquiry and request for information and records, 62% of the institutional CHROs or CAOs responded to one of the emails (16 institutions). This percentage exceeded the expectation that a 50% response rate would occur. Although the researcher expected a subsequent response from the remaining ten institutions after the formal request for the records was submitted to their designated human resources or legal departments, only 90% (or nine) of the remaining institutions responded – for an overall response rate of 96%. In addition to the email and phone call requests for information, a review was done on the institutional websites to see what, if any, statements made or documents posted suggested how the institution approached dual-career couple recruitment/hiring. The website reviews produced additional information that supplemented the responses of the institutions that had policies or

practices. The website reviews also showed that five of the institutions (or 19% of the 26 USG institutions overall) advertised their dual-career couple program on their websites, as well.

While the institutions below did have written information that explained to the current and the prospective employees the institutional stance on dual-career couple hiring, not all of the documentation received via this research looked like a policy in the traditional sense. By traditional sense, the researcher refers to a document with formalistic language that would normally be housed within a compilation of similarly formatted documents in some sort of handbook, catalog or database. Nevertheless, for this research project, the documentation received sufficiently met the Chapter One definition of policy such that inclusion of the institutions within Table 4.2 below is apropos.

Table 4.2

Institutions with a formal, written dual-career couple policy

	< 5,000 Students	5-10,000 Students	> 10,000 Students	Total based on location
Rural	0 out of 6	1 out of 4	1 out of 3	2 out of 13 = 15%
Urban	0 out of 3	1 out of 4	2 out of 6	3 out of 13 = 23%
Total based on population	0 out of 9 = 0%	2 out of 8 = 25%	3 out of 9 = 33%	Total: 5 out of 26 = 19%

Some of the research participants contacted indicated that their respective institutions did not have a formal policy but that they engaged in some form of informal practice. When coupled with the institutions having a formal practice, it results in the following findings:

Table 4.3

Institutions with either a formal, written policy or an informal, unwritten dual-career couple practice

	< 5,000 Students	5-10,000 Students	> 10,000 Students	Total based on location
Rural	3 out of 6	2 out of 4	1 out of 3	6 out of 13 = 46%
Urban	1 out of 3	1 out of 4	4 out of 6	6 out of 13 = 46%
Total based on population	4 out of 9 = 44%	3 out of 8 = 38%	5 out of 9 = 56%	Grand total: 12 out of 26 = 46%

It should be noted that beyond the data reflected above, the website review surfaced one additional institution that, although it currently does not have a formal policy or an informal practice, its faculty senate has engaged in some dialogue supportive of a policy to help with both dual-career couple recruitment and retention. The institution in question is in the urban category with over 10,000 students. However, because this institution has yet to advance those discussions into either a formal policy or an informal practice (according to the response received from the institutional leader to the researcher's request for information), it will not be added to the statistical data. A second institution that also had faculty senate documentation reflective of engagement on this topic captured within its website was included in the data in Table 4.3 above because, unlike the before-mentioned institution, this particular one also has a webpage that specifically referenced resources available to dual-career couples - although the resources provided are merely web-links to area employer job posting sites. This institution, also in the urban category with over 10,000 students, was added to the data as having an informal, unwritten practice because of its usage of the webpage to provide some level of assistance to dual-career couple job seekers. While one could argue that by having a web page, there is some level of

policy-like written formality, the information is sufficiently broad, vague and non-programmatic suggestive of a more appropriate ‘informal practices’ categorization.

In totality, 12 (46%) institutions documented either a formal policy or an informal practice. Of these 12 institutions, five (19%) had a formal, written policy and an additional seven (27%) had an informal practice of varying degrees of assistance.

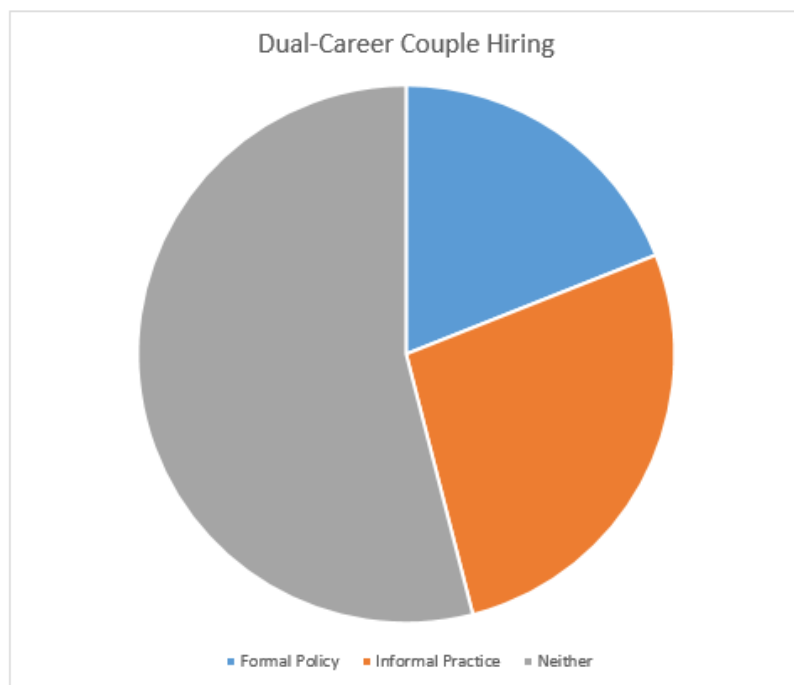


Figure 4.1. Institutional responsiveness to dual-career couple hiring needs

The Data Analysis section contains exploration of the specific findings from the website review, comments made from the research participants relative to the level of their informal practices, and specifics about the various levels of informal and formal practices. Following the analysis, the Results section will delve into the different policy and practice characteristics based on the location and size of the institutions.

Data Analysis

The review of policies and practices produced several items (listed below) that emerged as trends:

- Three of the five institutions with formal policies have websites dedicated to the program, as opposed to only two of the seven institutions with informal practices.
- 42% of the institutions with a policy or practice and 19% of USG institutions overall have a website dedicated to advertising their dual-career couple program.
- Most of the institutions with formal policies provide for some level of funding to salary support the hiring of the trailing spouse/partner by a department or institution with a need but without adequate funds to support the hire.
- For most institutions, the policy is geared towards trailing spouses of both faculty and staff, although some placed stipulations on it being key or administrative level staff, executive level faculty and staff, or solely for tenured or tenure-track faculty.
- For the institutions with formal, written policies, the HR Department is just as likely as the Provost/Academic Affairs Office to provide oversight (2 each), with the other managed by a Community Engagement Office.
- A few institutions provide links or information, upon request, regarding other employers in the area where a trailing spouse can seek employment.
- A few institutions include relocation-specific information along with their dual-career couple policies and practices, to provide the candidates with helpful resources, such as banking, real estate, school, and childcare information.
- Three institution's leaders stated their institution did not have a policy or a practice even though website evidence existed to the contrary.

The next few sections below will explore the above-referenced highlights in greater detail, with a primary focus placed on how the institutions approach deploying their formal, written policies, their unwritten, informal practices, and their websites.

Formal written policies. Out of the 26 institutions, five were noted to have formal, written policies. Each of these institutions posted various materials on their websites that suggested different levels of formality and support for dual-career couple recruitment and hiring. What follows is an exploration of the details, characteristics, and institutional approach for each institution:

Institution 1: Rural institution with 5-10,000 students. The institutional policy reflects that it is for all faculty and administrative/managerial level staff. The HR Department manages the policy. There is no website dedicated to the program. The program calls for resumes of trailing spouses to be shared with the other sister institutions in the region in an attempt to bring visibility to the credentials of the trailing spouse. The HR Department will also review current openings at the institution to see if there is a skill-set fit. The trailing spouse will not receive preferential treatment in the hiring process. Additionally, the policy indicates that, upon upper management and budgetary approval, the institution can agree to supplement up to 50% of the trailing spouse's salary at the hiring department or sister institution for the first year, and up to 25% for the second year. The institutions/departments can agree on an alternative funding formula if they desire, and if the person leaves the employment while any salary-offset payments are occurring, they will immediately cease. Lastly, the policy contains a provision where the institutions will work together to ensure that the couple does not receive any duplication of relocation reimbursement expenses by way of submitting the same receipts to both institutions.

Interestingly, the leader who responded to the inquiry for information indicated that the institution lacks a policy but has an informal practice of encouraging candidates to apply for existing openings at the institution. This response is contrary to their website data that reflects a policy, as was described earlier.

Institution 2: Urban institution with 5-10,000 students. This institution published on its HR website an onboarding manual. The manual references that it will make specific efforts to transition the families of executive level faculty and staff recruits. The efforts encompass providing relocation assistance, providing community resource availability data, providing housing and educational options, and providing spousal employment assistance. The spousal employment assistance involves consultation with a dedicated HR representative regarding possible opportunities with the institution, as well as other potential opportunities with local employers.

A questionnaire is given to the executive recruits that asks them, among other things, when their family will relocate to the area and whether or not the trailing spouse/significant other needs employment assistance. Other items on the questionnaire, geared to allow HR to provide a high level of assistance, include questions regarding whether they will seek temporary housing, desired suburban versus urban living near amenities, want single-family versus condominium or apartment living, and whether any schooling needs involve children in elementary, middle, high school, college, as well as whether they desire a public or private schooling environment. Despite the positive sounding efforts being made by this institution, like Institution 2, the institution's leader who responded to the request for information stated that the institution lacks a policy, as well as a practice when their website reflects otherwise.

Institution 3: Rural institution with Over 10,000 students. The institution has a website with multiple pages dedicated to the dual-career couple program, and the policy applies to both faculty and staff hired as a part of a regional or national recruitment effort. The Community Engagement Department manages the program. Spouses of existing faculty and staff members are also eligible to participate. In either instance, the spouse/partner must not have lived in the community for more than 12 months. Assistance ranges from job search assistance, interview skills training, resume critique, networking, and career counseling and assessment. The spouse can receive services for up to 12 months. The trailing spouse partner will not receive any advantages in the normal hiring process for a temporary or permanent opening at the institution, but their assigned team member can provide a letter of support identifying the person as a trailing spouse.

To participate, the newly hired employee needs to complete an enrollment form. Following completion of the form, a dedicated member of the Community Engagement Department will contact the new employee to assist. The form provides the assigned program coordinator with ample information to begin assisting the employee and his/her spouse/partner, such as (1) providing contact information for the spouse/partner, (2) projected relocation date and desired living location, (3) type of work of interest (faculty or staff, and part-time, full-time, temporary and/or permanent), (4) and the different types of services needed (resume critique, career counseling, etc.).

Institution 4: Urban institution #1 with Over 10,000 students. The institutional policy is managed by the Academic Affairs/Provost Office as is geared towards assisting for the trailing spouses/partners of tenured or tenure-track faculty. The institution lacks a web presence for interested dual-career couples to peruse. It applies to both for the recruitment of new faculty

hires and for the retention of existing faculty. The spouse is eligible for either faculty or staff positions. Each specific department interested in the faculty to be recruited or retained is responsible for the management of the process. Any trailing spouse hired must meet the credentials and experience expectations for the position in question. The faculty within the hiring department should collectively vote for or at minimum show support for the hiring of the spouse/partner. Any salary offered should be reflective of the level of pay provided to similarly-situated positions. The position offered can be part-time or full-time, and temporary or permanent.

The policy also provides that the Provost's Office can provide up to 50% of salary matching funds to defray the costs of hiring the trailing spouse/partner for up to three years. Both the requesting and the hiring departments should financially contribute to the salary of the trailing spouse/partner. Lastly, each request for a spousal hire receives individual treatment, and there is no guarantee of employment.

Institution 5: Urban institution #2 with over 10,000 students. The institution has web pages dedicated to its dual-career couple program, and the program is staffed by an office that is provided oversight by the Provost/Academic Affairs Office. The program is for both faculty and key-employee leadership staff positions. Several forms are used to facilitate the process, such a referral form where a hiring department can refer a trailing spouse to the program for receipt of services, as well as an application form the hiring department can complete to justify spousal hire consideration. The application can request that the Provost Office provide funding towards the salary of the trailing spouse/partner hired by another department within the institution, and includes data for both the department that hired the primary employee and the department that is considering hiring the trailing spouse. To receive funding, there must be an appropriate fit

between the candidate's qualifications and the position in question. The department that hires the primary spouse provides a minimum of one-third of the salary of the secondary faculty member for no more than two-years, and the Provost Office will also provide one-third of the salary for this timeframe. If the trailing spouse/partner leaves the position, the funding ceases.

Services provided by the dual-career program include resume and cover letter review, interviewing skills critique and coaching, developing networks, providing information on employers in the area and helping the trailing spouse/partner identify available opportunities that match his/her skill-set, and providing job referrals both inside the institution as well as to local employers. While there is no preferential treatment given to, and no guarantee of employment for a trailing spouse/partner, s/he is eligible to receive services for up to 12 months. Also, services are only available to the spouses/partners of newly hired faculty key staff members that are within the first 12 months of their hire date. Anyone requesting services outside of these parameters must secure written support by their dean or department chair before the provost considers it.

Informal unwritten practices. Out of the 26 institutions, seven have informal practices. Note that while one of the institutions below did document their efforts on their website, the documentation presented was too informal of an approach to rise to the level of a formal, written policy. This section includes institutional data from that institution, along with the other institutions with informal approaches.

Institution 6: Rural institution #1 with less than 5,000 students. This institution has an informal practice that allows the dean of each college or school the autonomy to negotiate a position and salary for a trailing spouse.

Institution 7: Rural Institution #2 with Less Than 5,000 Students. This institution tries to work informally with recruits making recommendations for spousal employment opportunities in the community but rarely find that spouses obtain opportunities on its campus.

Institution 8: Rural institution #3 with less than 5,000 students. This institution's Academic Affairs Office tries to work informally with faculty recruits to see if they can find internal opportunities for the trailing spouse.

Institution 9: Urban institution with less than 5,000 students. This institution partners with the city to provide hiring of city employee trailing spouses and, in turn, the city will support the hiring of the institution's trailing spouses.

Institution 10: Rural institution with 5-10,000 students. The institution has web pages dedicated to the dual-career couple program. The web pages, housed within the Human Resources portion of the institutional website, provide information for individuals seeking employment opportunities with the institution. It provides candidates, with the need for trailing spouse employment, with information about social activities, places of worship, realtors and school information, financial institutions, child care options, and information about employers in the region.

The institution specifically works with the local K-12 school system to attempt to place trailing spouses within each other's institutions as opportunities exist. While the documentation did not provide clarity on whether the policy applied to faculty, staff or both, it seemed to suggest it applied to both faculty and staff.

Institution 11: Urban institution #1 with over 10,000 students. This institution has a faculty senate committee that focuses specifically on spousal and dual-career hiring and providing recommendations on policy and available recruitment options that would provide

better clarity to internal and external stakeholders. This institution also has a web page dedicated to providing individuals looking for faculty opportunities with links to other employer job posting websites to help their spouses/partners find employment in the area.

Institution 12: Urban institution #2 with over 10,000 students. This institution is looking into implementing a policy, but currently, the only thing that exists in informal attempts to find trailing spouses with opportunities on campus – on a case-by-case basis. One document on the website describes how faculty senate engaged in a discussion on the need to develop a cooperative policy that supports spousal hires to retain faculty better.

Results

The data reflects that institutions with policies and practices in place have multiple areas of similarity or overlap in policy and how they deploy dual-career couple programs. Far greater variance and complexity exist at the institutions that choose to implement a formal policy as opposed to an informal practice. The data also reflects that the location of the institution has a nominal impact on whether or not the institution has a dual-career couple policy or practice. However, the size of the institution does impact institutional approach towards hiring dual-career couples, with the findings reflecting that the larger the institution, the more prone it is to have a policy or practice addressing the two-body problem.

Similarities and differences by institution. Each of the five institutions with formal, written policies have different departmental oversight for the policies, different faculty versus staff focus, and a different level of website engagement with individuals who may be searching the site for dual-career couple resources. However, some similarities do exist as well, especially as it relates to website promotion of the program, providing some level of trailing spouse's salary funding, and the services offered.

Table 4.4

Data per institution with a formal, written policy

Institution	Dept./Website	Recruit Type	Funding	Services	Timeframe
1 - Rural w/ 5-10,000 Students	Managed by HR No web pages dedicated to the program	Faculty or administrative-level staff	Up to 50% of trailing spouse salary for 2-years	Assist w/internal or sister-institution job search	Applies to new hires, no reference as to how long services are made available
2 - Urban w/ 5-10,000 Students	Managed by HR Web pages dedicated to the program	Executive level faculty or staff	N/A	Assist with internal and external job search, & childcare, churches, schools, & real estate/house hunting resources	Applies to new hires, no reference as to how long services are made available
3 - Rural w/ Over 10,000 Students	Managed by Community Engagement Web pages dedicated to the program	Faculty or staff	N/A	Assist with internal and external job search, interview skills, resume critique, networking, & counseling resources	Applies to new hires & existing employees. Available up to 12 months, only if lived in the area less than 12 months
4 - Urban w/ Over 10,000 Students	Managed by Academic Affairs No web pages dedicated to the program	Tenured or tenure-track faculty	Up to 50% of trailing spouse salary for 3-years	Assist with internal job placements	Applies to new hires and existing faculty (for retention purposes), no reference as to how long services are made available
5 – Urban w/ Over 10,000 Students	Managed by Academic Affairs Web pages dedicated to program	Faculty or key-employee staff	Up to 2/3rds of trailing spouse salary for 2-years	Assist with internal and external job search, interview skills, resume critique, networking, & counseling resources	Available up to 12 months, only if an employee hired within past 12-months

As it relates to institutions with informal practices, even though the researcher replicates the formal policies table column, the data reflects that the approach of these institutions is much more simplistic. Indeed, it mostly relates solely to informal assistance with searches for faculty and staff trailing spouses. A couple of institutions also created informational web pages.

Table 4.5

Data per institution with an informal practice

<u>Institution</u>	<u>Dept./Website</u>	<u>Recruit Type</u>	<u>Funding</u>	<u>Services</u>	<u>Timeframe</u>
6 - Rural w/ less than 5,000 Students	Managed by Academic Affairs No web pages	Faculty	Dean can fund trailing spouse salary	Assist with internal job placements	N/A
7 - Rural w/ less than 5,000 Students	N/A No web pages	Faculty or staff	N/A	Provide suggestions for internal or external search	Applies to new hires
8 - Rural w/ less than 5,000 Students	N/A No web pages	Faculty	N/A	Assist with internal job placements	N/A
9 - Urban w/ less than 5,000 Students	Managed by HR No web pages	Faculty or staff	N/A	Assist with job search placements with the city	N/A
10 - Rural w/ 5-10,000 Students	Managed by HR Web pages dedicated to the program	Faculty or staff	N/A	Assist with internal & external search & placement w/K-12 school system; assist w/locating real estate, schools, churches, & daycare	Applies to new hires
11 - Urban w/ Over 10,000 Students	Managed by Academic Affairs Web pages dedicated to the program	Faculty	N/A	Provide suggestions for external job search	Applies to new hires
12 - Urban w/ Over 10,000 Students	N/A No web pages	Faculty or staff	N/A	Assist with internal job placements	Applies to new hires and existing faculty (for retention purposes)

Similarities and differences by sector. The data reveals that urban institutions are slightly more likely than rural institutions to have a dual-career couple policy or practice. Similarly, the more students enrolled at the institution, the greater the likelihood that it will have either a policy or practice. Interestingly, none of the institutions listed their dual-career couple policy or practice information within their faculty or staff (employee) handbooks. The subsequent two sections contain a more nuanced breakdown of similarities and differences between the sectors.

Institutions based on location. While the difference in institutional acceptance of the premise of hiring couples on campus or providing some level of job search assistance to the trailing spouse is slight, there is a greater likelihood that the institutional HR or academic affairs leader(s) will provide some level of assistance if the institution is in a more populated, urban environment.

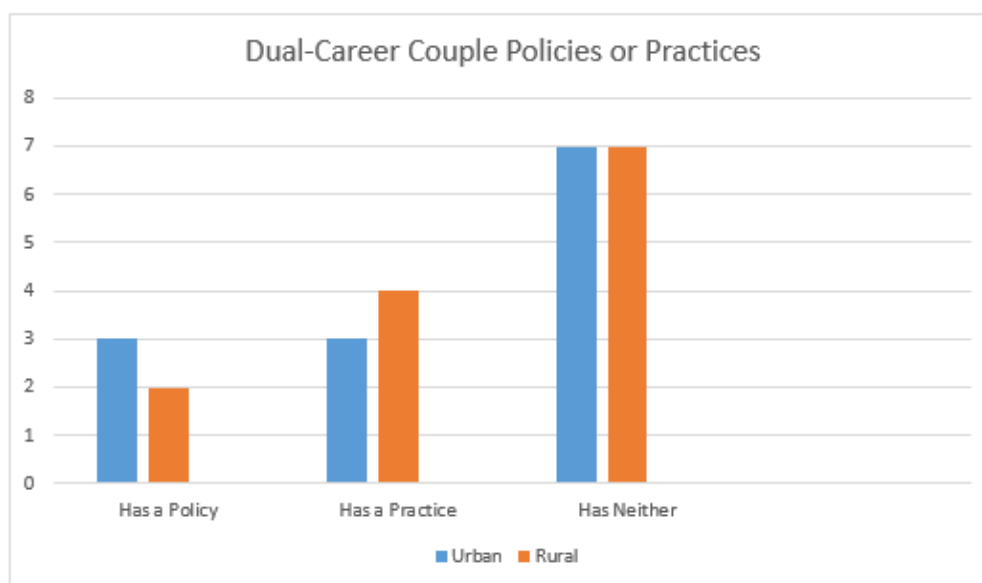


Figure 4.2. Graph of policies versus practices based on institutional location

An equal number of urban and rural institutions have either a policy or practice and while urban institutions are more prone to have a formal policy, rural institutions are more likely to be

engaging in some informal practice of providing support for new or current employees and their spouses/partners. Regardless of whether the institution has a policy or practice, urban institutions are more prone:

- To have the policy or practice managed by Academic Affairs, albeit the data shows they are only slightly more likely to have Academic Affairs manage it rather than HR.
- To have web pages dedicated to their dual-career couple program (three urban versus two rural institutions).
- To have a staff member(s) dedicated to providing assistance to the dual-career couples and having formality - such as applications or questionnaires built into the process.

Regardless of whether the institution has a policy or practice, rural institutions are more prone to have the policy or practice managed by the HR or some other department outside of Academic Affairs.

The institutions, whether urban or rural, are equally likely:

- To provide some level of funding to offset the salary of the trailing spouse as a benefit to the hiring department (two urban and two rural institutions provide some level of funds).
- To provide trailing spouse supportive services to the spouses/partners to either faculty only or both faculty and staff employees; however, urban institutions are slightly more likely to have more clarity in the type of faculty or staff, such as limiting it to tenured/tenure-track faculty or executive/administrator level staff.
- To provide services to trailing spouses ranging from assisting with job placements within the community to giving other value-added benefits like resume and interview

skills coaching, networking help, and insight into community resources available such as real estate, churches, and childcare facilities.

Rural and urban institutions behave fairly similarly; even where differences are noted, the numbers are so close that there is not a remarkable difference in how institutions behave on the basis of location alone.

Institutions based on student population. Unlike the nominal differences observed between the institutions located in rural versus urban settings, there is a marked difference in policy and practice applicability based upon the student enrollment at the institutions. The difference is more pronounced for institutions with only an acknowledged formal, written policy:

- 0% had a policy for institutions under 5,000 students,
- 25% of those between 5-10,000 students had a policy, and
- a policy existed at 33% of institutions above 10,000 students.

However, there is an interesting percentage change observed when reviewing whether or not they have either a formal policy or an informal practice. Figure 4.3 shows this gap, and the differences in policy versus practice implementation.

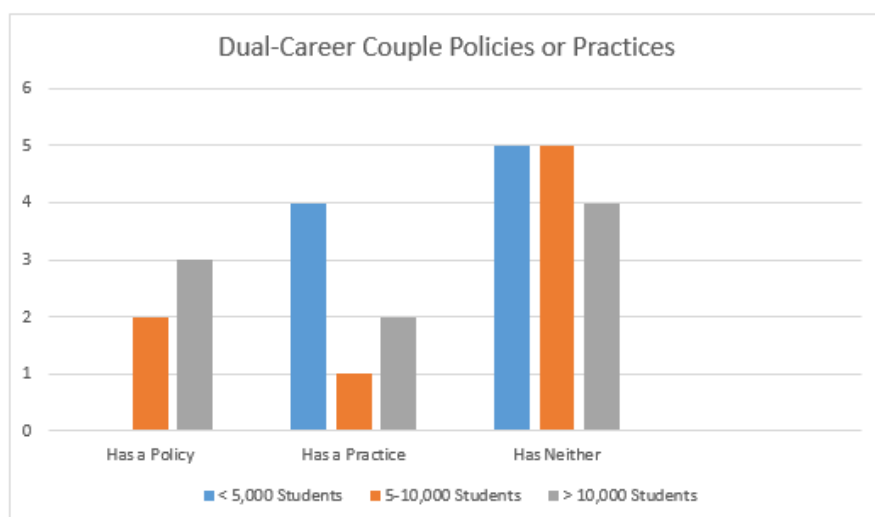


Figure 4.3. Graph of policies versus practices based on institutional student enrollment.

Institutions with less than 5,000 students are more likely to have either a policy or practice than institutions with between 5-10,000 students (44% versus 38%). Institutions with more than 10,000 students are most likely to have either a policy or practice dedicated to dual-career couple hiring (56%). Other results for the 12 institutions with either a formal policy or informal practice provide that:

- Institutions with less than 5,000 students:
 - Have no formal policies related to the hiring of dual-career couples.
 - Have no institutional web pages dedicated to their dual-career couple practices.
- Institutions with between 5-10,000 students:
 - Have all of their policies and practices managed by the HR department.
 - Have policies and practices that applied to both faculty and staff trailing spouses.
 - Provide job search assistance for both on campus and external opportunities.
- Institutions with over 10,000 students:
 - Is the only category prone to set timeframe parameters around when the program would be available for use and if it applies to current employees as well as new hires?
 - Have all of their policies and practices managed outside of the HR Department, and almost exclusively by Academic Affairs – with one exception being a Community Engagement Department.

Other observable data regarding similarities involve:

- Institutions with over 10,000 students are slightly more prone than institutions with between 5-10,000 students to have web pages dedicated to its dual-career couple program (three versus two institutions).

- Institutions with under 5,000 students and those over 10,000 students have processes that either apply to both faculty and staff or apply exclusively to faculty employees.
- Institutions with 5-10,000 students or over 10,000 students are the only ones that will differentiate the level or type of faculty and staff that can participate – such as limiting it to tenured or tenure-track faculty or executive/administrator-level staff.
- While all three categories of institutions have at least one institutions within it that provides some level of funding support for the department hiring the trailing spouse (only the over 10,000 students institutional category has two providing funding), the more students the institution has, the greater the amount of clarity exists around the process.

Summary

By conducting a detailed content analysis of the policies and practices that exist among the 26 USG institutions, the researcher determined that close to half of the institutions have either a formal policy (five) or an informal practice (seven) dedicated to handling the *two-body problem*. These 12 institutions have several overriding themes that exist around and among many of them, such as:

- The institutions in the more urban environments, and with the larger student populations are the most likely to have a formal policy and web pages dedicated to its dual-career couple program. Rural institutions, especially the smaller ones, are more likely to have an informal practice in place.
- Most of the institutions with either a policy or practice, regardless of location or size, provide job search assistance for opportunities both on-campus and within the community.

- While institutions - regardless of location or size - tend to focus their policy or practice efforts towards new hire faculty and staff, the larger institutions - regardless of urban or rural locale – are prone to differentiate the type of faculty or staff eligible to participate in the program (i.e. only tenured or tenure-track faculty, or executive or administrative-level staff).

The extrapolated data and overriding themes suggest that the location of the institution has only nominal bearing over whether a policy or practice will exist. Urban institutions within the USG are slightly more likely to have a formal policy, and both urban and rural institutions are equally likely to have either a policy or practice (six each). The size of the institution is more relevant, especially as it relates to whether or not a formal, written policy exists. Institutions with under 5,000 students had no policies, while two institutions within the 5-10,000 student category and three institutions that have over 10,000 students have a policy. However, when isolating whether an informal practice exists, the smallest institutions are very likely to have some sort of informal practice in place, thus making their overall policy or practice numbers comparable to the other institutions regardless of size.

Lastly, as the *two-body problem* receives greater attention, more institutional policies, practices and webpages appear and advertise to prospective employees that academia is paying attention. The websites outline the institutional approaches towards how they handle the recruitment of dual-career couples, ranging from websites merely providing links to the job sites of community employers to websites that have embedded questionnaires, relocation information regarding community resources, and contact information for employees specifically dedicated to assisting these prospective employees and their trailing spouses/partners with navigating the process. The next chapter will explore how Georgia's public higher education system data

compares to the trends observed in the literature review and will offer implications from the data and recommendations for the future.

Chapter Five: Summary

Although many dual-career couples enjoy working together, and employers have benefited from increased institutional loyalty when hiring couples, finding positions on the same campus is not always easy (Gurchiek, 2015; Sweet & Moen, 2002). Sometimes academic couples have to deal with substantial commutes of 7+ hours to accommodate each other's academic career pursuits (Sample, 2011). Institutions that don't actively address the dual-career conundrum sometimes find themselves at a competitive disadvantage (Jaschik, 2010). Top recruits actively refuse job offers if their partner is unable to find a satisfactory position at the institution or within the surrounding community (Higginbotham, et al., 2011; Kibel, 2013).

However, not all colleagues support couples working on the same campus, and especially when it came to them working in the same department. Conflicts that could manifest from this scenario includes (1) taking vacation/leave time together, adding strain to the department workload, (2) bringing home/personal disputes into the workplace, impacting department morale, and (3) lack of objectivity and alliance-forming if one or both members of the couple have a position of authority over others in the department (Avelanda, 1998). In analyzing whether or not to hire couples on the same campus, institutions needed to consider:

- Existing policy and practices, and possibly the need to create them
- Legal ramifications
- Diversity and inclusion efforts and outcomes
- Recruitment and staffing initiatives and processes
- Office environmental politics and concerns
- Relationship challenges for the couples in question

While the before-mentioned bullet points are important, it all starts with policies and procedures. Institutions "should have a clearly worded policy that covers all full-time appointments rather than rely upon ad hoc arrangements available only on select basis." (Higginbotham, 2010, pg. 85). Institutional decisions regarding its policies and practices have a direct impact on everything else. To make it a positive experience for all the parties, there needs to be attention paid to the policies and dual-career programs in place (Simmons & Chivukula, 2015). In academia, schools with written dual-career hiring policies have higher rates of perceived support for academic couples than schools without written policies (Schiebinger et al., 2008).

Mishandling dual-career couple appointments put institutions in legal turmoil. Brown University, for example, was sued when its allegedly unclear policies and misleading promises led to the university not extending a tenured position for Dean candidate Paul Armstrong's spouse Beverly Haviland (Haviland v. Brown University, 2012). The key is to have clear policies, even if they do not support couple hiring. As it relates to anti-spouse policies, in particular, most courts have upheld regulations that prohibit married spouses from working for the same employer (Schmidt, 2007).

Supporting dual-career couple hiring can impact diversity efforts. Some institutions refrain from hiring couples for fear of creating a homogenous workforce that could serve to exclude members of certain races and, thus, increase the risk of running afoul of anti-discrimination laws (Bolstad, 2012). However, there could be a diversity enhancement benefit depending on the race, ethnic and gender categories, as well as the perspective, ideology, and methodology of the couples in question (Flaherty, 2015).

Based on all of this, just about any discussion of academic hiring these days eventually transitions to the topic of dual-career hires or partner accommodations (Jaschik, 2010). Moreover, this takes the dynamic full-circle back to the issue of policies and practices. Institutions having policies in place help to support recruitment and staffing efforts, while also staving off potential and costly litigation arising from a lack of clarity on employment policies and procedures (Bolstad, 2012; Coyne, 2010). Indeed, having a clearly articulated and functional dual-career couples' policy – along with a recruitment and retention program - are positive steps for academic institutions attempting to navigate fiscal issues associated with employee turnover, staffing and training in an ever-changing higher education landscape (Caldwell, 2014). The researcher, therefore, based this study on an inductive, qualitative content analysis exploration of the policies and practices that exist among the state of Georgia's 26 University System of Georgia (USG) system institutions.

Analysis of Research Findings

The research findings germinated based off the following research question:

- To what extent do public higher education institutions in the University System of Georgia (USG) have formal policies or informal practices that govern how they navigate the dual-career couple dilemma?

Sub-questions to the primary research question are as follows:

- Are there any differences in policy versus practices approach based on the type of institution in question?
 - Does the size or location of the institution matter?
 - Do their websites reflect an institutional approach to dual-career couples?

The key research findings, from researching the 26 USG institutions, are as follows:

- Five of them (19%) have a formal dual-career couple policy, and five of them (not the same five) have web pages on their institutional websites devoted to their dual career program. Institutions with a formal policy are more likely than institutions with an informal practice to advertise their program on their website.
- Seven of them (27%) have an informal dual-career couple practice where they provide some level of assistance to trailing spouses/partners.
- In total, 12 institutions (46%) have either a policy or practice in place. Of these 12 institutions:
 - Rural institutions are just as likely as urban institutions to have either a policy or practice in place.
 - Generally speaking, the greater the student population, the more likely it is that the institution will have a policy or practice in place, and web pages advertising the program.
 - Institutions with less than 5,000 students lack formal policies and dual-career program web pages.
 - The management of the dual-career couple programs is almost equally split between the HR and the Provost Offices, with institutions having over 10,000 students most likely to be managed by the Provost Office, and those with between 5-10,000 students most likely to be managed by HR.
 - While some institutions focus their efforts on assisting the trailing spouses of both faculty and staff, some narrowed their focus to just faculty or faculty and administrator/executive-level staff.

- Half (six) of the institutions provide trailing spouses/partners with job search assistance both inside and outside of the institution, while the other half limit their services to either internal or external/community-based opportunities.
- Four institutions, all with 5,000 or more students, provide for services beyond just job search assistance, such as help with networking, resume critique, interview skills development, and help to locate realtors, childcare, and churches.
- Four of the institutions allow for some level of funding to be utilized to assist with covering the salary of trailing spouses who receive employment opportunities. The three such institutions that have a formal policy provide details about the percentage and time frame of salary subsidization, while the one institution with an informal practice allowed such a practice but provided no clarity of approach.

In the midst of analyzing the content of the policies and practices, two other significant discoveries surfaced: (1) Three institutional leaders contacted are unaware that their institution had a policy or practice in place, and (2) none of the institutions listed their dual-career couple policy or practice information within their faculty or staff (employee) handbooks. The next section will provide an overview of the literature review findings and how they compare to many of the findings from this study.

Discussion of Research Findings

One of the most intriguing findings of this research, when compared with the findings that surfaced during the literature review, was that this study reveals that three institutional leaders contacted are unaware that their institution had a policy or practice in place. While this was not true for the majority of the institutions, it still supports the concern discussed in other research that, in some instances, managerial-level employees were oblivious to the fact that their

institution even had a policy in place (Laursen & Austin, 2014). To a lesser extent, it also suggests that there may be a scintilla of merit in the statement that, at some institutions, the approach to couple hiring tended to be ad hoc, shrouded in secrecy, and inconsistent across departments, (Schiebinger, 2006). Researchers who quantitatively examined and qualitatively explored dual-career couple hiring suggested that while many post-secondary human resource departments hired faculty and staff couples, with the provost office being heavily involved in faculty hires in many instances, the approach was haphazard from a policy implementation perspective (Schiebinger, 2006; Simmons & Chivukula, 2015).

One study indicated that of the 12 large universities researched, six had and one appeared to have a formalized dual appointment process that provides consideration for spousal placement services; however, most of the schools with programs did not list funding of the spousal hire as an option (Hunt, 2009). Of particular interest was the fact that the study conducted by D.E. Hunt (2009) noted that the single Georgia institution in the study did not have a policy. The institution in question does now have a policy. Moreover, when isolating just the nine large institutions of over 10,000 students, a lesser percentage (33%) of the USG institutions have a formalized dual-career couple policy, with 56% of them having either a formal policy or an informal practice. Similar to the Hunt study, only two of the nine institutions (22%) provided funding for the spousal hire.

Nineteen percent of USG institutions have a formal dual-career couple policy. This percentage is somewhat similar to the study conducted by McCluskey et al. (2013), which found that 22% of the 259 large universities researched documented a formal dual-career couple recruitment policy and 67% made no mention of such a policy on their websites (McCluskey et

al., 2013). However, when isolating the data to look at the large USG institutions, three out of the nine large institutions (33%) have a formal policy.

The Wolf-Wendel et al. (2004) survey of 360 institutions also looked at percentages determined that 24% of the institutions reported having a dual-career accommodation policy, of which 42% of these institutions had them in writing, and the remaining 58% really had more of an unwritten practice as opposed to a formalized policy (p. 16-18). In comparison, while a much larger percentage of USG institutions have a policy or practice in place (12 institutions or 46%), the split between the institutions with a policy (five) versus a practice (seven) is exactly the same at 42% compared to 58% respectively. Other key Wolf-Wendel findings included:

- Research institutions were the most likely to report that accommodating spouses is important and that they have a policy, due seemingly to their access to greater financial resources than their college and university brethren (p. 16-18).
 - This holds true for USG institutions as well, with three out of the four (75%) of the research institutions having a formal dual-career couple policy.
- Regardless of whether or not the institution had a policy, when a recruited faculty member requested placement assistance for his/her spouse, the institutions in question were equally likely to attempt to assist (p. 26-32, 39-42).
 - The present research partially supports this outcome. The study found that 46% of institutions assist but were silent on the issue of whether or not the institutions that proclaimed to have neither a policy nor a practice would, nevertheless, attempt to assist.

The American Association of University Professors (AAUP) released suggested guidance on how to handle dual-career couple issues (Higginbotham, 2010). Some of the recommendations that had a bearing on the present study included the following:

- Policies should address important issues such as the process by which decisions on dual-career appointments are reached, and the budgetary impact of those decisions. They should also include provision for maintaining open communication with the prospective faculty members, who should be kept informed of the process, and for adequate consultation on the arrangements with the department, if the latter is not directly responsible for employment negotiations (p. 85-86).
 - Three of the USG institutions with a formal policy have provisions regarding budgeting (Institutions 1, 4 and 5). Their policies also seem to suggest that the departments have control over the decision regarding trailing spouse placements.
 - Two of the institutions (3 and 5) with a formal policy reference to elongated timeframes of up to 12 months where the faculty member and his/her trailing spouse can make usage of the program.
- Appointment decisions should be made as part of a process driven by consideration of merit (p. 85-86).
 - Only one institution had a policy statement dealing with the credentials of the trailing spouse - labeled Institution 4 in the study.
- Departments asked to consider a dual-career appointment must be free to refuse the appointment, and those proposing such appointments must consider departmental hiring priorities and programmatic needs (p. 85-86).

- Only Institution 4 specifically states that the faculty in the department should collectively vote for, or at minimum show support for the hiring of the spouse.

As it relates to the above-referenced AAUP recommendations, no particular institution among the five with formal policies appear to meet the specifications in all instances. Institution 4 comes the closest, only missing a reference to how it manages ongoing communication and support for the dual-career couples. The other institutional policies cited (for institutions 1, 3 and 5) seem to be hit-or-miss, with Institution 2 having no information appearing to be responsive to any of the AAUP recommendations.

Conclusions

Several conclusions can be extrapolated from the data derived from the research study. These conclusions will be outlined in the order of the research questions presented. First, in regard to the primary question (To what extent do public higher education institutions in the University System of Georgia (USG) have formal policies or informal practices that govern how they navigate the dual-career couple dilemma?) *the* research finds that almost have of the institutions have either a policy or a practice, while approximately one-fifth of the institutions implemented a formal, written policy. This compares favorably with the data that has sprung forth from earlier and larger studies on this topic, albeit one would have assumed that since the prior studies were anywhere from 5-15 years ago that they USG's statistical data would have far surpassed the prior studies. This suggests that, despite the fact that studies as far back as 2004 have found that co-working arrangements among academics can have positive effects on the quality of work and interpersonal relationships, and that 80% of the institutions found that spousal accommodation practices were at least somewhat important, there has been very little progress in policy implementation between 2004 and present (Sweet & Moen, 2004; Wolf-

Wendel et al., 2004). It is hard to determine whether the reason for this lack of progress is because of antipathy towards policy drafting and development activity, other higher education priorities taking precedence over dual-career couple concerns, or because of concerns with dual-career hiring generally (as seen in the Jaschik (2008) survey findings outlined in Chapter Two).

In regard to the sub-questions (*Are there any differences in policy versus practices approach based on the type of institution in question*) the research points to distinct differences in the policy versus practice approach. While similarities exist in institutions working with trailing spouses to find internal or external positions, and with the policies generally applying to both faculty and staff trailing spouses, the institutions that go the extra step to create and implement formal policies also tend to have clearly articulated position funding formulas for the trailing spouse hire, generally provide for extended services such as resume review, interview skills critique, and help with finding community services such as childcare and real estate, are more likely to apply their policies to trailing spouses of both new hire and existing faculty and staff, and for defined periods of time, and are more prone to have a website devoted to their programmatic thrust.

Consideration for institutional type is split between institutions based on location, and those based on size of student population. While both size and location matter relative to whether the institutions have a policy and a practice, the size of the institution has a greater bearing on its dual-career programmatic efforts than its location. Larger institutions are the most likely to have a formal policy and, by extension, the most likely to have clarity in position-funding practices and additional services offered beyond merely providing job placement assistance (i.e., community information like churches, banks, and childcare). These nuanced services were found in institutions regardless of whether they are in rural or urban environments,

but urban institutions are slightly more likely to have a formal policy that offers these additional services.

The institutions that deploy programmatic web pages do, for the most part, reflect the institutional priority that it places on addressing the two-body problem. The websites all express an interest in helping the potential new-hire find employment opportunities for her trailing spouse/partner. Of course, the level of assistance varied greatly depending upon whether the institution had a formal policy or an informal practice. The institutions that appear to extend the greatest amount of attention towards assisting these couples have a formalized policy, as well as either personnel that seem to be exclusively dedicated to this task (Institutions 2, 3, and 5) or had websites that has the couples submit information about their situations that will help the institutions provide personalized services (Institution 2 and 3). The two institutions that have an informal practice as opposed to a formalized policy also show an interest in trailing spouse assistance by way of providing them with information on local employers (Institutions 10 and 11) as well community resources that can help with the transition (Institution 10).

The research ultimately concludes that while only about half of the USG institutions have either a formal or informal approach to dealing with dual-career couple concerns, the institutions that have explored this issue have been fairly active in creating formalized policies and supporting web pages that provide adequate procedures for the institutions to navigate in this arena. Of course, when AAUP recommendations are considered, the USG approach could benefit with an even greater level of formality and policy development – as will be discussed more thoroughly in the Implications and Recommendations sections.

Implications

Guler et al. (2012) posit that searches and decisions are not done in isolation, and the trailing spouse has much influence on the decision-making. Their qualitative case study also found that couples tend to make the economic decision to hold out for offers that allow them to work for either the same or institutions geographically close to each other - couples tend to want to be employed by the same institution (Guler et al., 2012). According to Kmec et al. (2015), 22% of 2,359 faculty respondents to their survey indicated that they would reject a job if spouse did not also have employment. Additionally, 80% of the institutions found that spousal accommodation practices were at least 'somewhat important' (Wolf-Wendel et al., 2004, p. 16-18). These facts collectively make institutional considerations on providing opportunities to trailing spouses rather important. Indeed, a couple of institutions had faculty senate/council minutes on their websites that expressed concern about how they have struggled with faculty retention due to a lack of a formalized approach to handling *the two-body problem*.

Higher education leaders should benefit from reviewing information from studies such as this, that highlight the current state of university recruitment efforts and where gaps may potentially exist. By reviewing the USG system-wide data on dual-career couple recruitment, leaders within Georgia's public and private higher education institutions can understand where the state generally stands relative to studies that have looked at other states or nationally. This understanding can help the leaders continue to shape their current ideological views, and potentially policy and practice developmental efforts, surrounding how they handle this type of employee recruitment. The researcher surmises that these leaders will quickly see that while Georgia is generally competitive with where other studies suggest other states are with the implementation of dual-career policies and practices, the level of detail within the policies and

practices can be improved, as can the amount of communication efforts dedicated to their programming. Both internal and external stakeholders could benefit from knowledge of the existence and various benefits of dual-career policies and practices. In fact, after reviewing well over a dozen faculty and staff handbooks that were posted on the websites of the various USG institutions, none of them mentioned what, if any, policies, practices or benefits that were made available to trailing spouses of employees, save for references to medical, education, and life insurance-related benefits. Additionally, efforts like what is happening at Institution 1 in the study, where it suggests that two nearby rural academic institutions could partner together to place trailing spouses on each other's campuses, provides fodder for further analysis on how institutions with similar recruitment challenges in similar geographic areas can work collaboratively to resolve their two-body problem.

While this study certainly helps Georgia's assessment efforts on a micro level, it can also provide substance to the general body of study on a macro level and provide higher education leaders nationally and globally a recent study that pulls together various research and pedagogy in an attempt to show how policies and practices have morphed over the years. Only when we know where we have been and where we are can we better understand where we need to go. This study helps define where we have been and where we are as of 2018.

One discovery of interest is that, despite the litigation that had taken place due to the alleged mishandling of couple hires, there appears to be little movement in the percentage of policy usage. Institutional leaders should closely examine this to determine what, if any, changes they need to make to their approach. Moreover, while examining their policies, or their desire to create one, institutions would be wise to review the AAUP recommendations. While not all of the recommendations will be relevant or prudent for implementation, they provide sound

points for broad discussions. The broad discussion can result in the creation of a policy that can help to better meet the various competing interests that exist between the people who are supportive of, and those equally skeptical of, the plausibility of employing couples of the same campus. As a prime example, one AAUP recommendation states that appointment decisions should be made as part of a process driven by consideration of merit (Higginbotham, 2010). However, only one institution had a policy statement dealing with the credentials of the trailing spouse - labeled Institution 4 in the study.

Particularly helpful to the field is the discussion on websites. While this area certainly presents an opportunity for further qualitative exploration and quantitative examination, the present study may be the first, and is surely among the first, to look at how universities are utilizing their websites to help tell their story on how they understand the needs of, and by extension how they value, dual-career couples in academia.

Recommendations

Following a review of the policies and practices that exist among the 26 USG institutions, and comparison to the findings of similar studies and current literature several recommendations for future study are provided:

- Along the lines of the last statement within the Implications section, a more expansive review of how institutions are utilizing their websites to advertise and market their dual-career programming to internal and external constituents can help develop the growing lens into the growth and development of higher education faculty and staff recruitment.
- Because communication and program knowledge were identified as challenges for institutions in the existing literature and as a discovery of this study, further research

into institutional internal messaging efforts to employees can be beneficial, and will help identify ways that expanded knowledge of institutional employee recruitment programs and employee benefits can help with the hiring and retention of talented faculty and staff.

- While this study only reviewed the policies and practices of 26 institutions, there exist over 4,000 institutions of higher education in the United States. The vast majority of them are members of organizations such as AAUP, CUPA-HR (College and University Professional Association for Human Resources), and ACAO (Association of Chief Academic Officers). These organizations all have databases that contain email lists of numerous education leaders who could readily respond to a survey about dual-career couple policy and practice development, as well as website utilization to support same.

These are but a few plausible research paths that can build upon what this research has started. Additional research in this area can help institutions continue to develop policies and practices for the betterment of institutions and potential employees alike.

Dissemination

After ensuring all necessary permissions have been received, the researcher would like to provide a copy of this study to all study participants, campus Presidents, as well as to the USG Chancellor and Vice Chancellors providing oversight of the campus-based administration, academic affairs and human resources functions. All of the above-referenced individuals should find great interest in and benefit from the research findings. By being able to compare and contrast their respective institutions with their similarly-situated institutions in the state, on the

basis of location or size of student population, the leaders will be in a better position to determine whether or not to work on building their efforts in the dual-career couple recruitment arena.

Final Thoughts

Answers to the research question and sub-questions add additional insight into the recruitment of dual-career couples. Common trends that emerged provide clarity on whether or not academic institutions actively or passively engaged in the employment of couples on campus, and what level of risk tolerance they had in this regard – with the premise being that the more informal the approach, the more risk they assume if there is a poorly-executed recruitment effort. As reflected in the literature review, the risks varied from lawsuits, to department environmental concerns, to potentially causing relationship conflict. All of these concerns underscore the need for the *two-body problem* to receive heightened attention.

While many institutions take notice of this issue, only some, and most particularly the larger institutions, are proactive in addressing it. For instance, some of the USG institutions researched provide substantial benefits for the dual-career couple, similar to what one of the institutions with a well-received program offers, namely the Ohio State University and its providing of up to three years of partial compensatory assistance to departments hiring trailing spouses. These large comprehensive institutions have realized that by hiring trailing spouses, they can build long time, loyal employees - while placing the trailing spouse in departments that are not likely to violate traditional nepotism and similar policies.

Unfortunately, small institutions do not always have the financial means or campus size to enjoy this same luxury. As such, tensions can quickly permeate on these campuses. Smaller institutions need to partner together with similarly-sized academic institutions or other community organizations to develop staffing solutions that allow them to place trailing spouses

with neighboring employers. This not only allows them to compete with the larger institutions, it also allows them to attract, recruit and retain valued and valuable employees that would otherwise not be interested in employment opportunities at the small institution.

This literature review suggests that the *two-body problem* is a real problem, and the major premise is that institutions that do not actively address the dual-career conundrum may find themselves at a competitive disadvantage. Hopefully, this study has helped to move the needle and will prompt institutional leaders to undertake a robust assessment of their dual career couple stance and programming. By proactively working to ensure their approach to the two-body problem will result in their institution experiencing more of a coup than having to suffer from more problems to cope, these institutions can better navigate the sometimes treacherous and challenging employee recruitment waters that are continuously shaping and re-shaping the world of the academic workplace.

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Appendix A

Disclosure and Consent Form

Introduction

You are being asked to participate in this study by Kendall Isaac, who is conducting this research for a dissertation at Columbus State University.

Purpose of the Study

The purpose is to learn more about how University System of Georgia (USG) institutions approach the recruitment of dual-career couples/trailing spouses on their campuses. Specifically, the researcher is seeking to understand whether each respective institution has a policy or practice that addresses how it will engage with the trailing spouse of a faculty or staff employee recruit.

Description of Procedures

The Provost, Chief Human Resource Officer, and/or Chief Legal Officer of each institution will be contacted in order to receive the information. The request will come via an email. The participants will be asked to provide what, if any, documents the institution has that relate to how it deals with dual-career couple recruitment. No self-identifying data will be disclosed relative to either the names or titles of the people contacted or the people who responded to the email request for information and provided the document(s) requested. The names of the institutions will also not be disclosed. Instead, the results of the study will be aggregated based upon either the size of the institution (less than 5,000 students, between 5,000 to 10,000 students, or more than 10,000 students) and whether the institution is located in a rural or urban environment. Each category has at least three institutions within it, thus ensuring institutional confidentiality.

Risks and Discomforts

There are no known or expected risks from participating in this study.

Benefits

This study is not expected to be of direct benefit to the participants personally, but the knowledge gained may be of benefit to others, such as USG institutions and employees who can see how sister-institutions are collectively navigating within this space.

Costs

There are no costs associated with participating in this study and no compensation to participants.

Contact Persons

For more information, you can contact Kendall Isaac at 478-825-6374. For more information about this research, you can contact the supervising professor, Dr. Wendi Jenkins, at jenkins_wendi@columbusstate.edu.

Confidentiality

Any information obtained as a result of participation in this research will be kept as confidential as legally possible. Neither a participant's name nor any information from which s/he might be identified will be published without express written consent. Please be advised that these research records may be subpoenaed by court order or may be inspected by federal authorities.

Voluntary Participation

Participation in this study is voluntary. Study participants may withdraw from this study at any time. Refusal to participate or withdrawal will involve no penalty or loss of benefits. Study participants may decline to respond to any request for information which s/he find uncomfortable at any time. Study participants are encouraged to ask questions about the research, and are assured that they will receive adequate answers concerning areas which she/he does not understand or desires to be further explained.

Regards,



Kendall D. Isaac

I willingly consent to my participation in this study.

Electronic Signature of Participant

Date

Name of Participant's Institution

Appendix B

Request for Information Questions

Request for Information Questions

1. Does your institution have a dual-career couple or trailing spouse policy to provide some level of job search assistance/support for the spouse of a faculty or administrator your institution is recruiting to hire? If yes, please provide a copy of the policy.
2. If your institution does not have a policy, does it have an informal practice that governs these dual-career couple/trailing spouse hiring considerations? If yes, please explain/ provide details.

Appendix C

Email Communication Drafts

Draft of notice email:

Dear Potential Participant,

You are being asked to participate in a research study I am conducting for a dissertation at Columbus State University. Specifically, I am requesting that you respond a very brief request for information. The purpose of this request is to collect information about the various University System of Georgia (USG) policies and procedures that surround the recruitment of dual career couples/trailing spouses at these higher education institutions. The results will be used for dissertation purposes, but will also have broader implication and could be used by the various colleges, library and the human resources and provost offices at USG institutions and beyond to design effective dual career couple engagement mechanisms. Please rest assured that your name, title, and the name of your institution will be kept in the strictest of confidence as allowable by law.

The two questions are as follows:

1. Does your institution have a dual-career couple or trailing spouse policy to provide some level of job search assistance/support for the spouse of a faculty or administrator your institution is recruiting to hire? If yes, please provide a copy of the policy.
2. If your institution does not have a policy, does it have an informal practice that governs these dual-career couple/trailing spouse hiring considerations? If yes, please explain/ provide details.

If you provide any information that is not otherwise documented and readily available to the public, you will be asked to review and sign the attached disclosure and consent form, and the undocumented information will not be utilized in this study without first receiving your signed consent.

Thank you very much for your time and consideration. The information provided by you will be essential to improve the existing research in this field. Please feel free to contact me with any questions or concerns at isaac_kendall@columbusstate.edu, 478-825-6374, or 614-530-0351.

Regards,



Kendall D. Isaac

Draft of reminder email:

Dear Potential Participant,

A week ago, an email seeking your information regarding the policies and practices that surround the recruitment of dual career couples at your institution was emailed to you.

If you have already responded to the email, please accept my sincere thanks. If not, I urge you to please consider doing so today. It will take less than 5-minutes of your time, and your input is important in allowing us to improve how higher education institutions engage with dual-career couples. I am very grateful for your help.

Please feel free to contact me with any questions or concerns at isaac_kendall@columbusstate.edu, 478-825-6374, or 614-530-0351.

Regards,

A handwritten signature in blue ink, appearing to read 'Kendall', with a long horizontal flourish extending to the right.

Kendall D. Isaac

Draft of final contact email:

Dear Participant,

I sincerely thank you for giving your time in responding to the email regarding dual-career couple recruitment in academia. Your response is very important and will immensely help us to improve how we engage with dual-career couples at not only the 26-institution University System of Georgia but across the entirety of higher education. As a graduate student at Columbus State University, I personally appreciate that you care about the growth and development of colleges and universities by adding to a growing body of research in this field.

Please feel free to contact me with any questions or concerns at isaac_kendall@columbusstate.edu, 478-825-6374, or 614-530-0351.

Regards,



Kendall D. Isaac

Appendix D
Researcher's C.V.

Kendall D. Isaac

Education:

- *Columbus State University* Ed.D, Higher Education Administration anticipated 2018
- *Capital University Law School* Juris Doctor, Labor and Employment Law, 2005
Admitted to the State of Ohio and the State of Georgia Bar
Admitted to the Federal Southern & Northern Districts of Ohio and the Sixth Circuit
- *The Ohio State University* Bachelor of Arts, Rhetorical Communications, 1994
- *Community Mediation Services* Certificate, General and Domestic Mediation

Experience:

University System of Georgia

Fort Valley State University

7/2014 - Present

Chief of Staff/University Counsel

Fort Valley, GA

By special request of the president upon his transition from Darton to Fort Valley, assumed the senior risk/operating officer capacity managing the Office of the President. Provide(d) supervisory leadership for the external affairs (as Interim VP), human resources, campus safety, legal affairs, government affairs, information technology, risk management, events management, Title IX and compliance departments. Charged with strategic planning and project management to achieve the presidential agenda. Assume the senior/chief decision-maker capacity in the president's absence.

Darton State College

Chief HR/Legal Affairs Officer

Albany, GA

As a member of the senior leadership team and Cabinet, provided strategic oversight of the human resources, payroll and legal affairs functions. Automated the open records request, policy and contract review, drafting and approval processes. Managed ethics, compliance, equal opportunity, risk management and affirmative action functions. Rebranded and staffed the human resources function that lacked leadership for 20 years. Revamped the faculty and staff performance evaluation process, employee handbooks, and disciplinary and judicial processes. Investigated Title IX complaints and developed online Title IX training for faculty, staff and students. Automated the talent acquisition process. Created campus dispute resolution, emerging leaders, wellness and compliance programs. Implemented new compensation study/plan.

Appalachian School of Law

Assistant Law Professor/Director

8/2011 – 07/2014

Grundy, VA

Director of Graduate Programs and Strategic Planning: Charged with overseeing the launch, implementation, and marketing of the Master's and Professional Certificate programs. Acquired program acquiescence with the ABA and pursued accreditation with ACICS. Secured \$274,000 in VCEDA funding to create an online learning technology room. Developed and implemented a summer curriculum and an online learning program (through Sakai), as well as articulation agreements with area colleges for student pipeline development. Trained faculty on online learning pedagogy. Recruited students.

Assistant Law Professor: As a tenure-track professor, taught alternative dispute resolution (ADR) courses, workers' compensation, employment discrimination, appellate advocacy, and compliance. Member of the curriculum, admissions and academic standards

committees. Investigated student honor code violations. Coached the labor law and workers' compensation moot court teams and ADR negotiation team. Founder of student organizations Toastmasters Club and ADR Society. Resigned to transition into an executive role with a larger and more comprehensive institution.

The Isaac Firm L.L.C.

Attorney/Owner

6/2007 – 12/2013

Columbus, OH

Assisted individuals and small businesses in the handling of their workers' compensation, employment law, mediation, arbitration and contractual concerns. Litigated cases in trial and appellate courts, as well as administrative (i.e. EEOC) and arbitration forums. Arbitrated securities cases for FINRA as a member of the arbitration panel, and mediated small business contractual disputes. Managed a staff of six (6) employees, encompassing attorneys, paralegals, and legal assistants. In the final two years used contract attorneys to handle cases due to my move to Virginia. Closed the practice after all cases resolved.

Reminger LPA

Associate Attorney

11/2005 – 6/2007

Columbus, OH

Worked for a large regional defense law firm assisting employers in the administration and defense of their workers' compensation, employment and premises liability claims. Resigned to start my own law practice.

Abbott Laboratories

Staffing Specialist/Generalist

9/2000 – 10/2005

Columbus, OH

Sr. Staffing Account Specialist: Provided recruiting expertise for Ross Products division, plant and field sales level opportunities. Coordinated and attend career fairs around the country. Negotiated started salaries and benefits with high potential candidates. Created department specific diversity recruitment strategies to maximize recruitment effectiveness. Managed the contract labor relationship, a \$15 million annual spend. Compiled and analyzed affirmative action EEO data. Supervised junior recruiters.

HR Generalist: Provided employee relations, compensation, training, recruitment and benefits support to field sales and customer service teams. Created/facilitated HR training sessions. Conducted new hire orientation training. Certified in Achieve Global adult learning theory. Edited departmental job descriptions. Performed salary equity analysis tasks. Left Abbott to pursue law; had a standing job offer with Reminger.

Teaching:

- Darton State College, Online Adjunct, Human Resource Management, 2015
- Appalachian School of Law, Assistant Professor, ADR, Employment Law, AppAd, 2011 – 2014
- Capital University Law School, Adjunct/Visitor, Arbitration, Law Office Mgmt., 2010 – 2013
- Columbia Southern University, Online Adjunct, Employment Law, Business Law, 2012 – 2013

Memberships:

- Phi Kappa Phi Honor Society (PKP)
- College and University Professional Association for Human Resources (CUPA-HR)
- National Association of College and University Attorneys (NACUA)
- American Bar Association (ABA)

Presentations:

- Electoral College Process Panel – Warner Robins MLK Jr. Day Program, 2017
- Welcoming Remarks on Behalf of Fort Valley State Univ., various, 2016 - Present

- Lessons in Entrepreneurship Symposium – African American Male Initiative, GA 2015
- FERPA Legal Update – Lamp Consortium Conf., KY 2014
- McDonnell Douglas at Forty – SEALS Annual Conf., FL 2013
- ADR as a Remedy for Workplace Bullying –SHRM National Conf., IL 2013, SEALS Annual Conf. New Scholar Presentation, FL 2012, 10th Annual Minorities in ADR Conf., OH 2012, Virginia Mediation Network Annual Conf. 2012
- Entrepreneurship Post-Release – London Ohio Correctional Institute 2011-12
- Social Media Legal Panel – Columbus Ohio Public Library 2011
- Sexual, Racial, and other Harassment in the Workplace – Sterling Educ. Services CLE 2010
- Keeping Your Business Out of Court - Isaac Business Services One Day Institute 2010
- How to Start a Law Practice – Capital University Law School CLE 2009, JMLBA 2009
- Interplay between FMLA/WC/ADA – Capital University Law School CLE 2009
- Strategic Planning Retreat Facilitator – Ohio G.A.T.E. 2008
- Workers' Compensation Legal Update – Ohio Trucking Association 2007
- FMLA Legal Update – Toledo HR Professionals & Managers 2006

Publications:

- What Makes a Successful Leader in a Changing Higher Ed Landscape? – The Higher Education Workplace Vol. 7, No. 3 (Winter 2015-16); 29-31
- The Organizational Ombudsman's Quest for Privileged Communications – 32 Hofstra Lab. & Emp. L.J. 31 (Fall 2014)
- Employer Implications of Conducting Background Checks in the Post-911 Environment – American University Labor & Employment Law Forum Vol. 4, No. 1 (2014); 46-65
- Is it "A" or is it "THE": Deciphering the Motivating-Factor Standard in Employment Discrimination and Retaliation Cases – 1 Tex. A&M U. L. Rev. 55 (2013)
- Employment ADR and the Professional Athlete – 12 Appalachian J. L. 167 (Issue 2, 2013)
- The Immutable Characteristic of Thin Skin: Exploring Available Remedies and Assessing ADR as a Viable Solution for Workplace Bullying – Resolved, J. Alternative Disp. Resol., Spring 2013, 1
- Is American Law "Behind the Times" for not Outlawing Workplace Bullying? – ABA Employment Law & Litigation Newsletter Summer 2012
- Resolving Race Discrimination in Employment Disputes through Mediation: A Win-Win for all Parties – American Journal of Mediation 111 (Vol. 5, 2011)
- Pre-Litigation Compulsory Mediation: A Concept worth Negotiating - 32 U. LaVerne L. Rev. 165 (Issue 2, Spring 2011)
- Familial Status Discrimination: Will Employment Law Build upon What Housing Law Started? - Employee Relations Law Journal 50 (Vol. 36, No. 4, Spring 2011)

Activities:

- Future Attorneys for Campus Today (FACT), Founder and Advisor, 2016
- ADR Society, Founder, Faculty Advisor of Appalachian School of Law ADR Society 2012-2014
- Toastmasters International, Founder and Faculty Advisor of Appalachian School of Law Toastmasters Club 2012-2014. Finalist in 2000 World Speaking Championship Competition
- NAAHR, President 2005-2006, Gen. Counsel 2009-2011
- OSU-OMA, Career Fair & Diversity Conference, Corp. Board Member 2002-2011

Appendix E

Communication Timeline with Institution Leaders

Communications with the research participants were submitted as follows:

- IRB approval is received on 5/2/18
- Email is sent to CHROs on 5/3/18
- A follow-up email is sent to non-responsive CHROs on 5/7/18
- A Call is made to non-responsive CHROs 5/9/18
- An email is sent to CAOs at institutions where no response has been received on 5/9/18
- A Call is made to CAOs from institutions where there has been no response on 5/11/18
- An email is sent to CLOs, or designated office for receipt of records requests, from non-responsive institutions on 5/14/18 requesting a copy of any written policies or practices

CHRO – Chief Human Resources Officer

CAO – Chief Academic Officer

CLO – Chief Legal Officer